

TOWN OF BROOKLINE MASSACHUSETTS



296th Annual Report of the
Town Officers of Brookline
for the year ending December 31, 2001

townofbrooklinemass.com

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TOWN OFFICERS

for the Municipal Year 2001

Elected Town Offices and Committees

MODERATOR

Edward (Sandy) Gadsby

TOWN CLERK

Patrick J. Ward

BOARD OF SELECTMEN

Donna R. Kalikow, Chair (2003)

Joseph T. Geller, (2002)

Gilbert R. Hoy, Jr. (2002)

Deborah B. Goldberg (2004)

Robert L. Allen, Jr. (2003)

TRUSTEES OF THE PUBLIC LIBRARY

Peter J. Epstein, Chair (2002)

Gary D. Jones (2002)

Karen Livingston (2002)

Gabriela Romanow (2002)

Carl Axelrod (2003)

Mary Firestone (2003)

Kenneth D. Jacobson (2003)

Ellsworth E. Rosen (2003)

Leonard Bernstein (2004)

Dennis P. Geller (2004)

Paul M. Katz (2004)

Roberta S. Winitzer (2004)

SCHOOL COMMITTEE

Marcia M. Heist, Chair (2002)

Nancy Hutchinson Erdmann (2002)

Kevin E. Lang (2002)

Terry Kwan (2003)

Judy Meyers (2003)

Dori Stern (2003)

Helen Charlupski (2004)

Susan L. Senator (2004)

Fred Wang (May 2004)

BROOKLINE HOUSING AUTHORITY

Francis M. Moroney, Chair (2004)

Leslie B. Fabian (2006)

David Trietsch (2003)

Barbara B. Dugan (2005)

Michael Jacobs (2006)

CONSTABLES

Robert L. Allen (2004)

Marvin A. Feinman (2004)

William A. Figler (2004)

Myrna Kahn (2004)

Stanley Rabinovitz (2004)

Appointed by the Moderator

ADVISORY COMMITTEE

Nancy Daly, Chair (2002)

Harry K. Bohrs, V. Chair (2004)

Carla Wyman Benka (2004)

Michael Berger (2002)

Acheson H. Callaghan, Jr. (2003)

Kenneth W. Chin (2004)

Robert H. DeVries (2002)

L. Branch Harding IV (2004)

Gerard J. Hayes (2004)

Sytske V. Humphrey (2002)

Estelle Katz (2003)

Frederick Lebow (2003)

Roger R. Lipson (2003)

Pamela Lodish (2002)

Shaari S. Mittel (2003)

Sergio Modigliani (2002)

Charles Moo (2003)

William B. Powell (2003)

Stanley L. Spiegel (2004)

Ronny M. Sydney (2003)

Leonard A. Weiss (2002)

Karen Wenc (2002)

Neil Wishinsky (2003)

Robin E. Coyne, Budget Analyst

COMMITTEE ON TOWN

ORGANIZATION AND STRUCTURE

Jean D. Berg, Chair (2002)

Betsy DeWitt (2003)

Michael Robbins (2004)

Martin R. Rosenthal (2003)

Robert M. Stein (2004)

Boards and Commissions Appointed by the Selectmen

ADVISORY COUNCIL ON PUBLIC HEALTH

Dr. J. Jacques Carter, Chair (2002)
Elizabeth Hirshom (2002)
Dr. Millie Krakow (2003)
Roberta Gianfortoni (2003)
Kerry McDonald (2004)
Dr. Bruce Cohen (2004)

BOARD OF APPEALS

Diane Gordon, Chair (2002)
Bailey Silbert (2003)
Harry Miller (2004)
ASSOCIATE MEMBERS
Lewis C. Cohen (2002)
Sara McCauley Sheldon (2002)
P. Nicholas Elton (2003)
Lawrence E. Kaplan (2003)
Susana Lannik (2003)

BOARD OF ASSESSORS

George Moody, Chair (2004)
Harold Peterson (2002)
Sally Powers (2003)

BOARD OF EXAMINERS

Barnett Berliner (2002)
Vacancy (2003)
Vacancy (2004)

BROADBAND MONITORING COMMITTEE

Francine Berger, Chair
Tobe Berkovitz
Edward "Tad" W. Campion
Jack Kettell
Douglas Levin
Al Pisano
Michael S. Selib

BROOKLINE ACCESS TELEVISION

Christopher Crowley, President (2004)
Judy Diamond, Secretary (2002)
Vera Armen (2002)
Dan Berman (2002)
Bernice Speen (2002)
Gary Jones (2003)
Marvin Lucas (2003)
Barbara Soifer (2004)
David Tavenner (2004)

BROOKLINE COMMISSION FOR THE ARTS

Myrna Balk, Chair

Ruth Abrams
Diane Berk
Marilyn Berliner
Saul Carliner
Elizabeth Carter
Sara Rosenfeld Dassel
Mark Favermann
Alan Fisch
Margaret Hogan
Mika Hornyak
Bruce Kinch
Moni Oolyinghai
Jan Schrieber

BROOKLINE COMMISSION FOR WOMEN

Maura McAvoy, Chair (2003)
Karen Katz (2002)
Jan Canavan (2002)
Denise Langabeer (2003)
Gloria Perugini (2003)
Amy Lampert (2004)
1 Vacancy (2002)
2 Vacancies (2003)
2 Vacancies (2004)

BUILDING COMMISSION

Janet Fierman, Chair (2003)
Louis Wilgoren (2002)
George Cha (2003)
George Cole (2004)
Kenneth Kaplan (2004)

CELEBRATIONS COMMITTEE

Marge Amster
Richard Bargfrede
Maureen Carter
Kenneth Carter
Deborah Cohen
Polly Cornblath
A. Thomas DeMaio
Jeannette Doetsch
Richard J. Kelliher
Robert Lynch
Chou Chou Merrill
Michael W. Merrill
Betty Moylan
James Nickerson
William Riley
Melvin Ritter

Peter Scott
 Ronny Sydney
 Barbara Tynan
 Ben Vivante

COMMISSION FOR THE DISABLED

Robert Sneirson, Chair (2004)
 Renee Mantel Albert (2002)
 James Kinsellagh (2002)
 Selectman Gilbert R. Hoy (2003)
 Jutta Von der Mosel (2003)
 Melvin Ritter (2003)
 Bernard Gollis (2004)
 ASSOCIATE MEMBERS
 James Peters (2003)

CONSERVATION COMMISSION

Stephen Burrington, Chair (2004)
 Adam Kahn (2002)
 Werner Lohe (2002)
 Kate Bowditch (2003)
 Roberta Schnoor (2003)
 Joanna Wexler (2003)
 Gail McClelland Fenton (2004)
 ASSOCIATE MEMBERS
 Joan Fried, Vice Chair
 Keith Beasley
 Susana Lannik
 Marian Lazar

COUNCIL ON AGING

Agnes Rogers, Chair
 Miriam Sargon, Vice-Chair
 Eleanor Bart
 Irvin Finn
 Elizabeth Kirsten
 Anatoly Rakin
 Evelyn Roll
 Bernice Rosenbaum
 Sally Rotman
 Dorothy Wolfson
 Sy Yesner

ECONOMIC DEVELOPMENT ADVISORY BOARD

Robert I. Sperber, Co-Chair (2004)
 Jill Weber, Co-Chair (2002)
 Miceal Chamberlain (2002)
 Jim Zien (2002)
 Ben Birnbaum (2003)
 Anne Meyers (2003)
 Alden Raine (2003)
 James R. Shea, Jr. (2003)
 Kenneth Lewis (2004)
 Thomas Nally (2004)
 Paul Saner (2004)
 Donald A. Warner, AIA (2004)

HOLOCAUST MEMORIAL COMMITTEE

Regina Barshak, Co-Chair
 Leon Satenstein, Co-Chair
 Christopher J. Crowley
 Barbara Helfgott-Hyett
 Benjamin Jacobs
 Mimi Krant
 Evelyn Mordechai
 Reizel Polak
 Joan Sax
 Ronny Sydney
 Benjamin Varon

HOUSING ADVISORY BOARD

Roger Blood, Chair (2003)
 Amy Anthony (2002)
 Kathryn Cochrane Murphy (2002)
 Kathy Spiegelman (2004)
 Leslie Fabian - Housing Authority Rep.
 Ken Goldstein - Planning Board Rep.
 Joan Lamphier - Tenant Rep.

HUMAN RELATIONS/YOUTH RESOURCES COMMISSION

Ruth Flaherty, Chair (2004)
 Harold Koritz, Vice Chair (2003)
 Sandra Bakalar (2002)
 Assunta Cha (2002)
 Carolyne Devore Parks (2002)
 Agnes Rogers (2002)
 Reverend George Chapman (2003)
 Ellen Goodman (2003)
 Juan Martinez (2003)
 Captain Peter Scott (2003)
 Alan Cohen (2004)
 Leslie Fabian (2004)
 Susan K. Howards (2004)
 Dr. Edward Wang (2004)
 Vacancy (2004)
 ASSOCIATE MEMBERS
 Dr. Barbara Brown
 Betty Chan
 Nancy Erdmann
 Sandra Kostetsky
 Rita McNally
 Enid Shapiro
 Abby Tatel
 Dr. Barbara Brown

HUMAN RESOURCES BOARD

Frances Shedd-Fisher, Chair (2004)
 Kenneth V. Kurnos (2002)
 Jacqueline J. Young (2003)
 Edward DeAngelo (2004)
 (1) Vacancy (2003)

**INFORMATION TECHNOLOGY ADVISORY
COMMITTEE**

Geoff Cohen
Peter Groustra
David Kula

PARK AND RECREATION COMMISSION

John Bain, Chair (2004)
Nina Brown (2002)
Daniel F. Ford (2002)
Nancy O'Connor (2002)
Mary Dewart (2003)
Robert Simmons (2003)
Nancy Madden (2004)

PLANNING BOARD

Jerry I. Kampler, Chair (2006)
Mark J. Zarrillo (2002)
Linda Hamlin (2003)
Kenneth M. Goldstein (2004)
Stephen Heikin (2005)

PRESERVATION COMMISSION

David England, Chair (2003)
Maurice Childs (2002)
Dennis DeWitt (2002)
Shanti Anderheggen (2003)
Sheri Flagler (2003)
Gary Gross (2004)
Wendy Ecker (2004)
ALTERNATES:
Elton Elperin (2003)
William Rizzo (2003)
Emily Livingston (2004)
Alan Cohen (2004)

REGISTRARS OF VOTERS

Franklin Kartun, Chair (2003)
Eleanor Chayet (2002)
Linda Golburgh (2003)
Patrick J. Ward, Ex Officio

RETIREMENT BOARD

Fred A. Taub, Chair (2003)
Joseph P. Duffy (2002)
James Riley (2002)
Harvey J. Beth (2003)
Judith Haupin - Ex-Officio

SOLID WASTE ADVISORY COMMITTEE

Lee Cooke-Childs, Acting Chair (2002)
Matthew Cassis (2002)
David Friedman (2003)
Jennifer Wutz (2003)
Elaine McGinn (2004)

TRANSPORTATION BOARD

Fred Levitan, Chair (2002)
Faith Michaels (2003)
Michael Sandman (2003)
Kathy Jonas (2004)
Robert Sloane (2004)

TREE PLANTING COMMITTEE

Hugh Mattison, Chair (2003)
Corliss Engle (2004)
Philip Hresko (2002)

TRUSTEES OF WALNUT HILL CEMETERY

Abbe Cohen, Chair (2002)
Katharine Begien (2002)
Dorothy Baldini (2003)
Mary Harris (2003)
Donalda Hingston (2004)
Joslin Ham Murphy (2004)

Miscellaneous Appointments

AGENT FOR MANAGEMENT OF REAL ESTATE

John T. Mulhane

CIVIL DEFENSE DIRECTOR

John E. Spillane

DOG OFFICER

John King

FENCE VIEWER

Mary Hunter

INSPECTOR OF ANIMALS

Dr. Herbert S. Carlin

INSPECTOR OF PETROLEUM

John E. Spillane

INSPECTOR OF WIRES
Theodore Steverman

KEEPER OF THE LOCK-UP
Daniel C. O'Leary

LOCAL MOTHS SUPERINTENDENT OF

INSECT PEST CONTROL
Dr. Herbert S. Carlin

RIGHT TO KNOW COORDINATOR
John Dunlap

MEASURERS OF WOOD AND BARK
Richard Bargfrede
George Carroll

Senior Manager Appointments

BOARD OF SELECTMEN'S OFFICE
Richard J. Kelliher, Town Administrator
Stephen E. Cirillo, Deputy Town Administrator
Sean Cronin, Assistant Town Administrator

BUILDING DEPARTMENT
James Nickerson, Commissioner
Charles Simmons, Director of Public Buildings
Tony Guigli, Building Project Administrator

COUNCIL ON AGING
Ruthann Dobek, Director

FINANCE DEPARTMENT
Harvey J. Beth, Director of Finance/
Treasurer/Collector
David Geanakakis, Chief Procurement Officer
Judith A. Haupin, Comptroller
George F. Moody, Chief Assessor
Jon Snodgrass, Information Technology
Director

FIRE CHIEF
John E. Spillane

HEALTH AND HUMAN SERVICES
Dr. Alan Balsam, Director

HUMAN RELATIONS/YOUTH RESOURCES
C. Stephen Bressler, Director

HUMAN RESOURCES
John Dunlap, Director

TOWN LIBRARIAN
James C. Flaherty

PLANNING AND COMMUNITY DEVELOPMENT
Robert Duffy, Director
Chris Ryan, Assistant Director
Amy Schectman, Econ. Development Officer

POLICE CHIEF
Daniel C. O'Leary

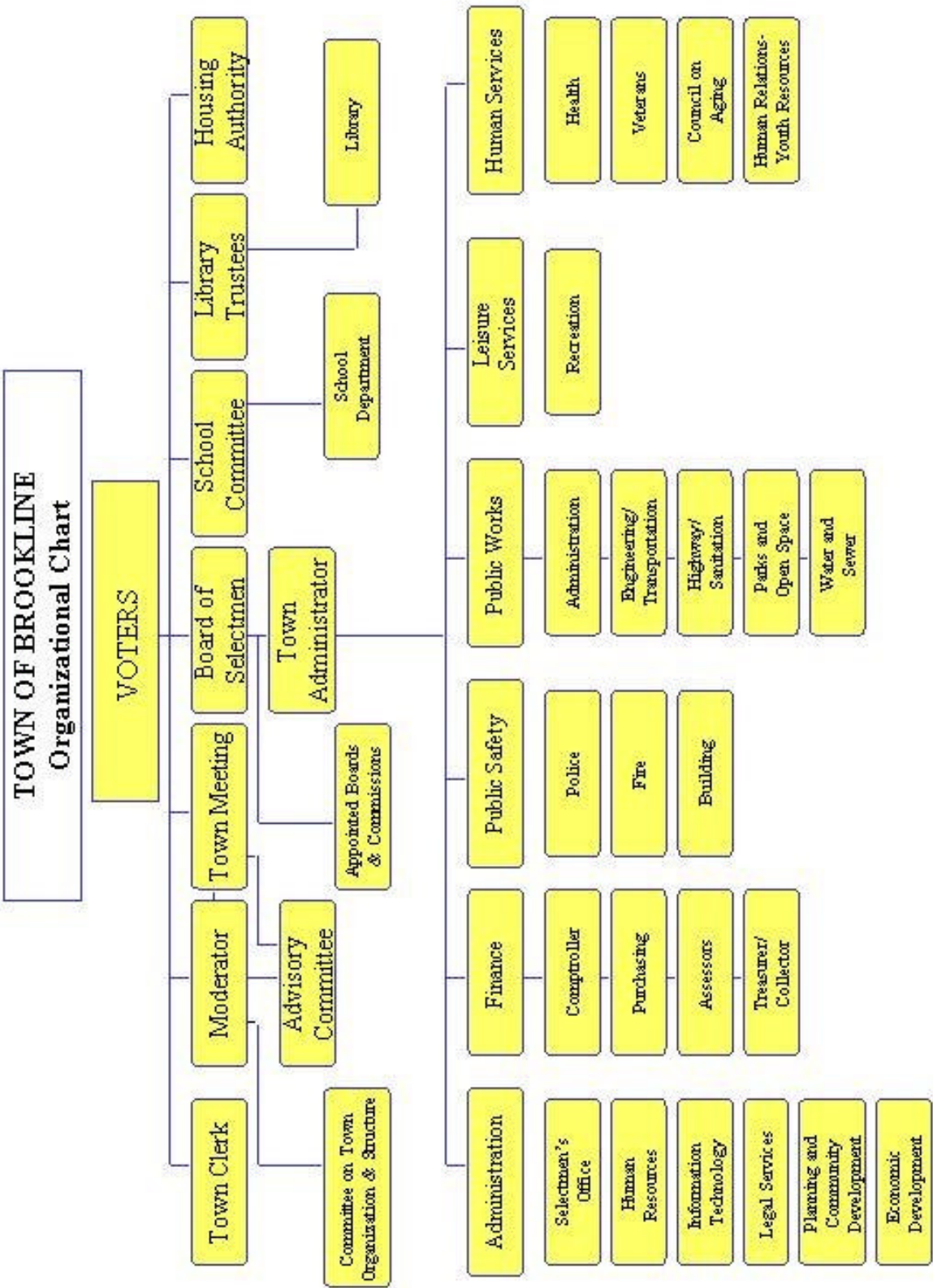
PUBLIC WORKS DEPARTMENT
A. Thomas DeMaio, Commissioner
Andrew Pappastergion, Deputy
Commissioner/Director of Water and Sewer
Peter Ditto, Director of Engineering/Transp.
David Friend, Assistant Transportation Director
Peter Sellers, Director of Highway
Erin Chute, Director of Parks and Open Space

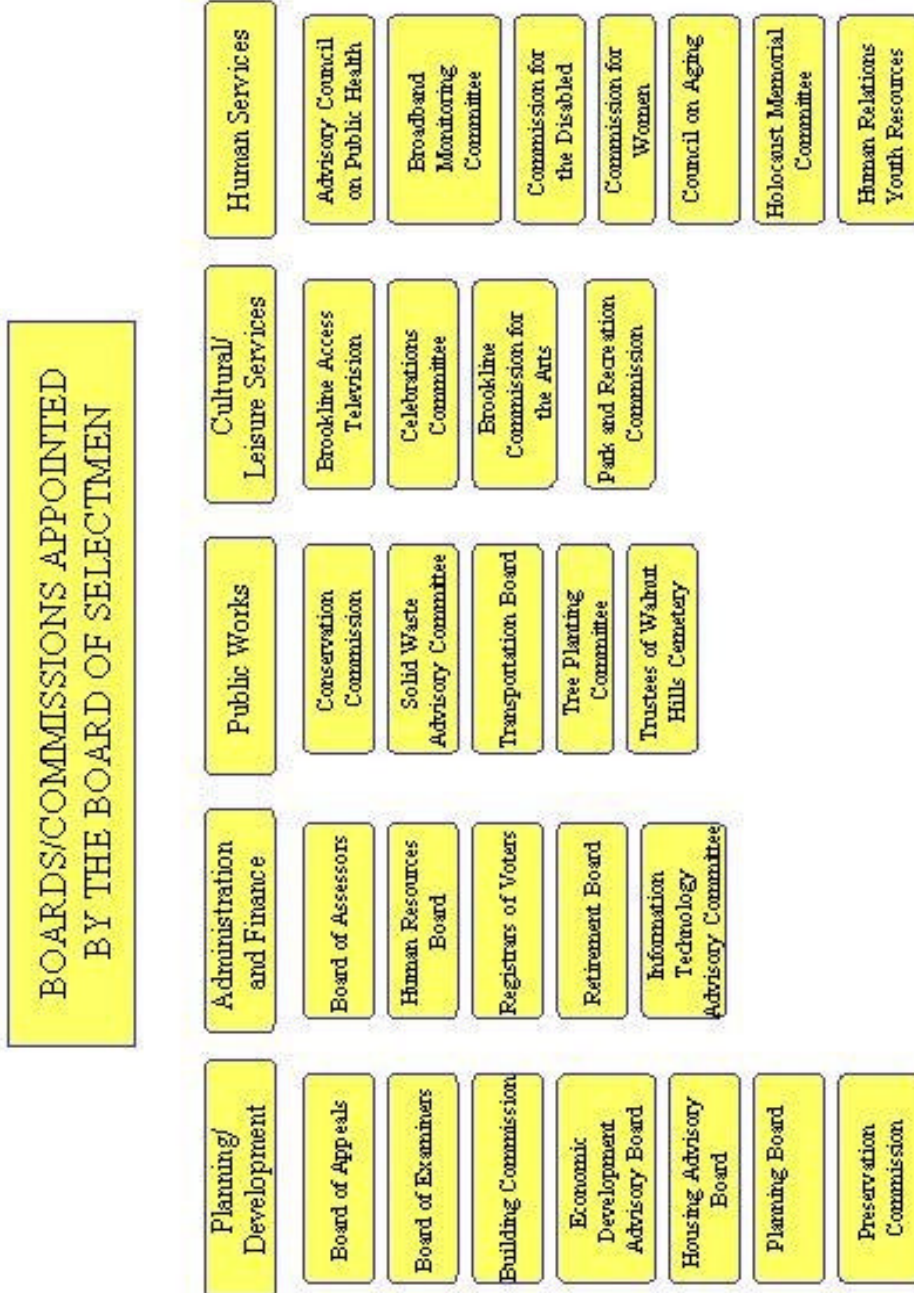
RECREATION
Robert T. Lynch, Director

SUPERINTENDENT OF SCHOOLS
Richard H. Silverman

TOWN COUNSEL'S OFFICE
David L. Turner, Town Counsel
George F. Driscoll, Associate Town Counsel
Joslin Ham-Murphy, Associate Town Counsel
Jennifer Dopazo, Assistant Town Counsel

VETERANS' SERVICES
Richard Bargfrede, Director





SELECTMEN'S ANNUAL REPORT

This 296th Report for the Town of Brookline looks back on what might be one of the most significant years in American history. As a nation we witnessed 3,000 American civilians killed; billions in property destruction; hundreds of thousands of newly unemployed; the collapse of renowned national and local corporations; and American combat troops deployed for the first time ever in Southwest Asia.

The Town of Brookline was directly affected by the attacks of September 11, 2001. We lost eight American citizens who were connected with this community in various ways. Some grew up here; others were relatively new arrivals; and two were New York City firefighters, one of whom was the brother of a Brookline firefighter, the other whose parents still call Brookline home.

We grieved. We enhanced our own emergency preparedness. We have been deeply engaged in responding to the fiscal consequences of the economic and financial events of 2001.

As always, we have found the citizens of this community to be resilient, compassionate, and determined. We are especially appreciative of their continuing support of their town government and are particularly grateful for the confidence they have expressed by looking to the Town for leadership during this most difficult period.



Board of Selectmen – Richard J. Kelliher (Town Administrator), Gilbert Hoy, Deborah Goldberg, Chairman Donna Kalikow, Robert Allen, Joseph Geller

SEPTEMBER 11TH

Certain moments remain permanently impressed on our minds. Many of us can remember in exact detail what we were doing and where we were when we heard of the assassinations of President Kennedy, Martin Luther King, and Robert Kennedy. Certainly all of us will have similar indelible memories of Tuesday, September 11, 2001.

Because Tuesday is the regularly scheduled meeting date for the Board of Selectmen, routine Board business was cancelled. However, the Board made a point of meeting briefly in a televised session to express this community's sorrow over the day's events and to reassure citizens of the Town's readiness to respond.

Naturally, emergency preparedness has been an on-going priority. Equally important in the immediate aftermath of September 11th was the need to provide a collective means of grieving as a community. Chairman Donna Kalikow convened a "Brookline Remembrance" Committee to address this need. The Committee members were:

Donna Kalikow, Selectman
 Rabbi William Hamilton, Temple Kehillath Israel
 Reverend Patricia Coughlin, United Parish Church
 Father Jack Ahern, St. Mary's of the Assumption
 Reverend David Johnson, First Parish in Brookline
 Lynn Modell, Brookline High School
 Valerie Nelson, Brookline Music School
 Doug Rodman, Brookline Business Owner
 Olga Yulikova, Brookline Arts Center
 Police Chief Daniel O'Leary
 Fire Chief John Spillane
 Alan Balsam, Director of Health & Human Services
 Andrew Pappastergion, Water & Sewer Director
 Marge Amster, Commercial Areas Coordinator
 Dr. Richard Silverman, Superintendent of Schools
 Richard Kelliher, Town Administrator



Condolence Card being signed

The Committee coordinated the availability of life-size Community Condolence Cards at convenient locations throughout the Town for signed expressions of sympathy from residents, schoolchildren, business people, and anyone else. American Flags were placed along major thoroughfares and on Town buildings. The Committee also arranged community-based fundraising for the Twin Towers Fund established by New York City for the families of public safety personnel killed or injured in the conflagration.

Perhaps most importantly, the Committee organized the Community Remembrance held at Cypress Field on Sunday September 23rd from 6:00 p.m. to 7:00 p.m. Several thousand citizens gathered to remember all those who were victimized on September 11th. Many participants walked to the event in processions from their places of worship and from Town schools.



Father Jack Ahern speaking during Cypress Field Remembrance of September 11th

Brookline Remembrance was led by Father Jack Ahern of St. Mary's Church; Rabbi William Hamilton of Kehillath Israel; Iman Talil Eid of the Islamic Center of New England; and Reverend Patricia Coughlin of the United Parish Church. The ceremonies were opened by a joint Color Guard of the Brookline Police Department, Fire Department, and V.F.W. Post 864. Fire Chief John Spillane and Police Chief Daniel O'Leary reminded those gathered of the dedication and readiness of the Town's public safety personnel. The program concluded with a candle vigil and music by the Brookline Music School and the High School Orchestra.

The Board is deeply grateful to Ed Jacobs of Interstate Rental for donating equipment, staging, and other logistical support. The contributions by the Brookline Flower Market and Doug Rodman are also gratefully acknowledged. Due to the efforts of the Bay State Federal Savings Bank and the generosity of those who attended, nearly \$10,000 was donated by participants. Contributions continued the following month so that more than \$20,000 in total was raised in Brookline, generously matched by Bay State Federal Savings.

SELECTMEN OBJECTIVES

The Board of Selectmen adopted 23 separate objectives for 2001 as part of the Annual Financial Plan. The objectives constitute an agenda for fiscal policies, capital improvements, affordable housing, economic development, quality services, long-range planning, and other priorities for the year. The remainder of this report will highlight some of the more prominent accomplishments of this agenda.

Economic Development – The culmination of years of planning, approvals, and financing occurred on November 20, 2001 when the groundbreaking for the hotel on Webster Street occurred. The hotel facility is being constructed on the former Town parking lot on Webster Street. It is a 189-room facility with replacement underground parking for the surface lot used for the facility itself. Developed by Carpenter and Company and managed by Newcastle Hotels, the hotel is expected to generate \$600,000 in property and in hotel excise taxes for the first full year of operation in 2003.



Hotel Groundbreaking

Since the Town's Economic Development Office was established in 1995, support of commercial areas has also been a priority. Day-to-day concerns of the Town's business areas are reviewed monthly by the Commercial Areas Committee. The Committee was particularly active in the past year with mitigating impacts from street construction work conducted in the commercial areas by the MBTA and the MWRA. The members of the Commercial Areas Committee are:

Selectman Gilbert Hoy, Chairman
Kim Airs
Elias Audy
Karen Chase
Lea Cohen
Robert DiVaio
Chobee Hoy
Ken Jaffe
Jerry Katz
Bob Kelly
William Landau
Rosaline Lowe
Joan Reynolds
Devorah Shortsleeve
Barbara Soifer
Marge Amster
A. Thomas DeMaio
Peter Ditto
Bill Smith
Robert Duffy
Captain Peter Scott

Affordable Housing – The Selectmen began 2001 with two very well attended Affordable Housing Forums. Keynoted by Congressman Barney Frank and moderated by James Stockard of the Harvard Graduate School of Design, about 100 persons on each of two separate Sunday evenings participated in discussions about Town housing goals, current market conditions, applicable laws, and funding possibilities. The sessions laid the groundwork for what was to become a quite active year in the area of affordable housing.

In 2001, the Town's housing staff was expanded, budgetary commitments were substantially increased, and several projects were approved for much needed affordable housing. For the first time in Town history, Town funds were allocated for direct subsidization of affordable housing through a \$1 million appropriation of free cash to the Affordable Housing Trust Fund.

Guided by the Housing Advisory Board (HAB) and Housing Opportunities Task Force (HOTF), co-chaired by Selectmen Kalikow and Allen, the Board of Selectmen authorized several actions that provided new affordable housing and preserved existing affordable housing. The Board approved \$1 million in

FY2002 PROGRAM BUDGET		PROGRAM SUMMARY	
PROGRAM GROUP	ADMINISTRATION AND FINANCE	CODE 1220	PROGRAM SELECTMEN CODE 1220
FY2002 OBJECTIVES 1. To continue adherence to the Financial Improvement Program and formal Fiscal Policies in order to retain the Aaa credit rating. 2. To ensure effective oversight of CIP projects: Public Safety Headquarters, Main Library, Lawrence School, Beacon Street, Landfill Closing and Site Development, Muddy River Restoration. 3. To explore the feasibility of a one-time allocation of funds from the year-end surplus to the Housing Trust Fund. 4. To provide resources necessary to effectively combat another outbreak of the West Nile Virus. 5. To continue to collaborate with the Brookline Legislative Delegation for: • Local Aid • Chapter 70/Ed Reform Reauthorization • Beacon Street Funding • Domestic Partners Legislation • Chapter 90 funding • Muddy River Project Funding and Coordination 6. To develop a multi-year funding strategy for traffic calming initiatives. 7. To initiate planning for "Brookline 300", including a multi-year budget and funding strategy. 8. To continue multiple approaches to support commercial areas, including Town funding for promotional activities. 9. To follow-up the recommendations of the Commercial Areas Parking Task Force, including comprehensive review of meter rates and fine structures. 10. To initiate the CATV license renewal process with AT&T/Cablevision, with particular attention paid to calculations of franchise fees. 11. To continue efforts to enhance technology throughout all aspects of Town government, including greater use of Town Website and expansion of e-commerce. 12. To establish an Information Technology Advisory Committee (ITAC) to assist in the development of town-wide approaches to technology. 13. To implement the findings of Ambulance Study Task Force. 14. To explore an increased level of support for the Commission for the Disabled and the Commission for Arts and Humanities. 15. To proceed with the acquisition of NSTAR-owned streetlights and the development of Town-managed maintenance programs.		16. To provide resources for a training program for Boards and Commissions. 17. To provide resources for professional development for senior managers and training to prevent workplace conflict. 18. To conduct a review of the pay and classification of mid-management, exempt positions. 19. To develop a comprehensive sidewalk replacement policy, based upon consideration of all possible funding sources. 20. To continue to monitor non-emergency overtime in Police, Fire, and DPW to avoid end of year transfers. 21. To examine national and regional trends for innovative, cost-effective approaches for purchase of services by the public sector. 22. To ensure that strategic planning initiatives continue to be carried out in a coordinated fashion: • Comprehensive Plan • Zoning By-Law Review • Fisher Hill Reservoir • Recreation Vision • Open Space Plan 23. To conduct a formal study of the costs and other characteristics of the Town's unfunded obligation for post-employment benefits.	

financing for affordable efficiency units at 1754 Beacon Street and worked to preserve the affordability of more than 300 units at 100 and 112 Centre Street and 1550 Beacon Street. By committing Housing Trust Funds and terminating 121A tax agreements, eligibility of these units is expected to be extended for another 40 years.

Capital Improvements Program – The Board continued to delegate specific project oversight responsibility to individual Selectmen, often working through Project Oversight Committees with representatives of the Building Commission and the user agency. The projects actively managed in 2001 were:

Lawrence School Renovation - Donna Kalikow
Main Library Restoration - Gil Hoy
Muddy River Restoration Project - Joe Geller
Police/Fire Headquarters - Deborah Goldberg
Landfill Capping/Reuse - Robert Allen/Donna Kalikow
Carlton Street Footbridge - Gil Hoy

Among the highlights in 2001 were Town Meeting approval of a \$16.1 million bond authorization for the Lawrence School; the closing of the Main Library on January 5, 2001 for the start of the renovations; and the oversight of several studies concerning the future of the Carlton Street Footbridge.



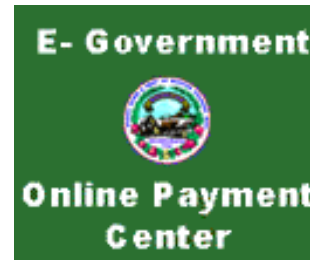
New Senior Center

Of special note was the dedication of the new Senior Center at 93 Winchester Street. The opening of this new 20,000 sq. ft. facility, built with \$4.3 million in Town and CDBG funds, with an additional \$1 million from private fundraising, was celebrated on May 2, 2001. More than 200 people joined the dedication ceremonies

E-Commerce - In the Fall of 2001, the Town successfully rolled-out its new menu of E-Commerce programs. The first to be offered was the on-line registration and payment application for Recreation programs. This proved to be extremely useful for parents wishing to enroll their children for programs any time of the day, any day of the week - - between October 12 and the end of the year, close to 150 registrations were done via the Internet. The Water and Sewer, Refuse Fee, and Property Tax modules followed on November 6. Residents are now able to pay for these

bills/fees anytime using their credit card either on the Internet or over the telephone. While these programs were not as immediately popular with the Town's residents as the Recreation program was, the use of this convenient payment method has certainly become more widely used - - as of the writing of this report, more than 240 people have made payments in excess of \$100,000.

Please visit the Town's website at www.townofbrooklinemass.com and click on the Payment Center box, as shown below. Making these services available 24 hours a day, 7 days a week is the latest example of our effort to enhance services for our constituents. It is also a large step toward eliminating the so-called "Performance Gap" between the public and private sectors and attempts to change government's conventional "9-5" approach to serving the public.



ELECTRIC POWER

Second only to September 11th, electric power outages caused the most widespread Town concern in 2001. After a series of outages primarily in the commercial areas during the first half of the year, the Board held a major public hearing on July 10th attended by Senior NStar representatives and dozens of merchants, property owners, and citizens. The litany of grievances about problems resulting from outages – lost business, spoiled goods, destroyed electronic information – was as extensive as it was varied. The hearing testimony, which was recorded in a formal transcript, was used as the basis for follow-up by Selectmen with both NStar and the State Department of Telecommunications and Energy (DTE).

On July 23rd, Selectman Kalikow and other town officials met with Senior representatives of NStar at the utility's corporate offices in Boston. At that meeting, NStar began to outline its approach to the problems in Brookline. Concurrently, a meeting had also been scheduled for August 12th for Selectmen Geller and town administrators to meet with the DTE Chairman and other officials from that agency.

Coincidentally, a massive power outage occurred on Friday, August 10th, interrupting electric power to several thousand Brookline customers for an extended period of time – many for more than 24 hours. Wide swaths of residential properties along Beacon Street, Centre Street, St. Paul Street, and elsewhere were blacked out. Several elderly housing buildings went for long periods without

power, resulting in the opening of emergency shelters and the deployment of emergency generators at 112 Centre Street and 50 Pleasant Street. Town public safety personnel were fully mobilized. The outage was so widespread that NStar opened an emergency claims processing center at the Coolidge Corner Library in August and processed several hundred claims totaling tens of thousands of dollars.

When the August 12th meeting with DTE Chairman James Connolly took place in the immediate aftermath of this massive outage, he pledged DTE's full support to ensure that the Town would receive appropriate action from NStar. Selectman Joseph Geller led the Town's participation in this session. The result was a six phase, \$5 million upgrade program for the power distribution system in Brookline. The Town retained a third party consultant to review the plans for adequacy. Implementation has been overseen through a series of regular meetings involving DTE, NStar, and Town officials. In fact, DTE itself held a public hearing on November 26th in the Selectmen's Hearing Room, and general satisfaction was expressed with the progress made on the upgrade. Selectman Geller continued to represent the Selectmen through the duration of the re-build process.

During this period, the Town also made headway on other longstanding power system issues. First, on October 11th the Selectmen approved the purchase of approximately 4,000 streetlights from NStar for \$160,000. By arranging for streetlight maintenance directly from a third party contractor, the annual net savings from the purchase are estimated to be approximately \$420,000 annually. Since the acquisition was completed, not only have the anticipated savings been realized, but maintenance has improved markedly.

In addition, the DTE-NStar-Brookline collaboration has resulted in a pilot project to remove hundreds of unsightly double poles that have been installed throughout the Town over the last several years. The double poles have cropped up as a means of supporting the increased wire load of NStar, Verizon, AT&T Broadband, RCN, and other operators. The poles, however, are unsightly, infringe on pedestrian access, and are only supposed to be temporary supports eventually requiring permanent replacement. This project requires the cooperation of all the entities that occupy space on the poles, a shared database, and a long-term plan. Significant progress is expected in the coming year.

The Board of Selectmen is extremely grateful to DTE Chairman James Connolly and his staff. Without that agency's involvement, the Town would not have been able to secure these improvements.

REDISTRICTING

The decennial census reflected enough change in Brookline population data that the Board of Selectmen determined a general review of precinct configuration was

necessary. Overall population data had statistically increased over 10 years while a significant downward variance of 800 persons was identified in Precinct 15.

In April, 2001 the Board of Selectmen appointed the following members of the Redistricting Committee:

Deborah Goldberg, Chairperson

Anthony Andreadis (15)

Catherine Anderson (6)

Michael Berger (16)

Craig Bolon (8)

Bruce Cohen (12)

Marc Cooper (10)

Betsy Dewitt (5)

Leslie Fabian (11)

Frank Farlow (4)

Jonathan Fine (13)

John Hall (14)

Estelle Katz (7)

Michael Robbins (1)

Ann Sanders (3)

Michael Sheer (9)

Stanley Spiegel (2)

At Large

Nancy Erdmann

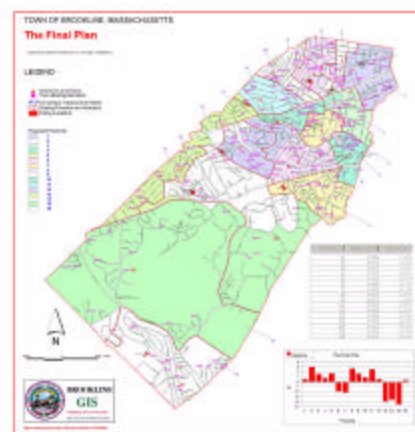
Jonathan Karon

Patrick Ward, Town Clerk

Jon Snodgrass, Information Technology Director

Feng Yang, GIS Manager

The Committee worked under the pressure of an imminent deadline for submitting final precinct boundaries to the State by July 6, 2001. Fortunately, GIS technology aided greatly in map preparation and evaluation of alternatives.



At a special Board of Selectmen's meeting on June 28, 2001, the Committee submitted its final plan within the 5% population variance requirement for each precinct. The Plan, unanimously adopted by the Board of Selectmen and delineated in the Town Clerk's section of this Annual Report, was approved in short order by the Secretary of State's office.

LONG-RANGE PLANNING

Comprehensive Plan - Selectmen Geller and Allen continued their co-chairmanship of the Comprehensive Plan Committee and Zoning By-Law Review Commission. A Comprehensive Plan is prepared every 10 years to outline general approaches to land use and other major responsibilities of the Town. This Comprehensive Plan process is addressing affordable housing, open space, telecommunications, public facilities, transportation, the Community Preservation Act, and other long-term issues. The Comp Plan Committee held several well-attended neighborhood forums to guide its work. The Committee chose a consultant team headed by Goody Clancy and Associates to assist with the development of the Plan. The Comp Plan Committee members are:

Joseph T. Geller, Co-Chair
Robert L. Allen, Co-Chair
Terry Kwan
Roberta Schnoor
Michael Merrill
Shantia Anderheggen
Jim Zien
Martin Sokoloff
William Schwartz
Suzanne de Monchaux
Dorothy Blom
John Bain
Leslie Fabian
Michael Berger
Gary Jones
Shirley Radlo
Lawrence Chan
Kathy Spiegelman
Linda Hamlin
Joanna Wexler
Robert J. Duffy

The Committee conducted an extensive community outreach campaign to guide its work. During calendar year 2001 alone, the full Committee held eight public meetings and seven neighborhood forums, in addition to making two televised appearances before the Board of Selectmen. There were also numerous neighborhood meetings held by neighborhood associations in preparation for the neighborhood forums.

Zoning By-Law Review – The first phase of the effort to overhaul the Town Zoning By-Law was completed in the Summer of 2001. This phase involved a basic, preliminary examination of the Zoning By-Law's organization, content, clarity, administration, interpretation, and application. Two reports were produced at this juncture. The first outlined short-term actions including the changing of floodplain requirements, which was accomplished at the Fall Town Meeting. The second report outlined the goals for the project through 2004.

The Board of Selectmen was given an update about the By-Law review on October 16th. At this session it was

reported that the role of the Commission would change from one of regular involvement to periodic review of progress milestones. The Commission members were thanked by the Selectmen for their work. The members were:

Selectman Joseph T. Geller, Co-Chair
Selectman Robert L. Allen, Co-Chair
Diane Gordon
Lawrence Kaplan
Jerome Kampler
Kenneth Goldstein
William Rizzo
Thomas LaRosa
Roger Blood
Anne Meyer
Robert DeVries
Jayne Bennett Friedberg
Mark Fine
Peter R. Bronson
Jeffrey Feuerman

St. Aidan's Church - In addition to the long-range Comp Plan and Zoning By-Law Review, the Selectmen appointed committees in 2001 to study alternatives for the re-use of St. Aidan's Church and the Fisher Hill Reservoir. The St. Aidan's Committee was established on June 26th per the following resolution:

WHEREAS, the Board of Selectmen of the Town of Brookline has a major commitment to adaptive reuse and affordable housing and is recommending that a study be conducted to assess the adaptive reuse potential of St. Aidan's church and site; and

WHEREAS, the Board's commitment to this study is an outgrowth of both the public meetings and hearings leading to Town Meeting's consideration of Article 22 and the recent public forums on affordable housing which defined several important principles pertaining to housing diversity, density, adaptive reuse, quality design and construction and neighborhood context; and

WHEREAS, it will be essential that a consultant or team with experience in preservation, design and affordable housing be retained to complete the study; and

WHEREAS, a five member St. Aidan's Study Committee consisting of representatives from the Preservation Commission, Planning Board, Housing Advisory Board, Economic Development Advisory Board and neighborhood be appointed to guide the study process and the work of the consultant or team; and

WHEREAS, staff involvement from the Department of Planning and Community Development will be essential to support both the work of the Study Committee and the consultant or team.

NOW THEREFORE, BE IT RESOLVED, that the Board of Selectmen, based on the above considerations,

will appoint representation from the following to serve on the St. Aidan's Study Committee:

Donna Kalikow, Co-Chair
Robert Allen, Co-Chair
Roger Reed, Preservation Planner
Maury Childs, Preservation Commission
Kathy Spiegelman, Housing Advisory Board
Linda Hamlin, Planning Board
Paul Saner, Economic Development Advisory Board
Marcia Heist, School Committee
Evelyn Roll
Barbara Scotto

RESOLVED, that the Selectman will serve as chairman; and be it further

RESOLVED, that the Board of Selectmen establishes the following charge to the Study Committee:

Complete an assessment of the church, site and neighborhood to identify issues and opportunities for potential adaptive reuse.

Obtain an understanding of the financial capacity and implications of adaptive reuse for affordable housing.

Comprehensively consider the interrelationships between preservation, affordable housing, adaptive reuse, financial feasibility, open space, landscaping and neighborhood scale, character and context.

Establish a basic framework to guide adaptive reuse and design review.

Establish a scope of services and request for Qualifications and select a qualified consultant or team to complete the study.

Schedule and conduct Study Committee meetings to engage participation and to provide a forum for interaction and dialogue between the various interests; and be it further

Fisher Hill Reservoir Re-Use - On July 10, 2001, the Selectmen voted to request the concurrence of the State Department of Capital Asset Management (DCAM) with the development of a master plan for the potential re-use of both the empty MWRA-owned reservoir and the adjacent Town-owned underground reservoir. The re-use study would entail the services of a professional consultant and an advisory committee of Town and neighborhood representatives. The results of the study are anticipated in 2002. The Committee members are:

Selectman Joseph Geller, Chairperson
John Bain, Park and Recreation Commission
Wendy Ecker, Preservation Commission

Stephen Burrington, Conservation Commission
Alden Raine, Economic Development Advisory Board
Kenneth Goldstein, Planning Board
Amy Anthony, Housing Advisory Board
Paula Friedman, Neighborhood
David Ellis, President, Newbury College
Larry Kaplan, Newbury College
Fred Perry, Greenspace Alliance
William McQuillan, Soccer League
Kevin Lang, School Committee

CABLE TELEVISION LICENSES

The Town was heavily engaged in cable television matters during 2001 through both the Broadband Monitoring Committee (see separate report) and the Cable Television Coordinating Committee, chaired by Selectman Gil Hoy. Unfortunately, much of the interaction with the Town's two cable television licensees, AT&T Broadband and RCN, was not positive. The Selectmen issued "breach" letters to both operators. The determination of breach on the part of AT&T was made by the Board on August 21st for failure to comply with FCC standards for customer service. The breach determination for RCN on October 23, 2001, was made after RCN failed to complete the installation of its system according to schedule, even after a one-year extension was granted.

Both breach procedures are in varying stages of remediation. A public hearing has been held on the AT&T matter, which the operator claims has been corrected. However, in addition to this formal breach, disputes have also broken out with AT&T over compensation to Brookline Access Television (BAT) and overcharging to Brookline customers. The former has been resolved, the latter remains unresolved. With RCN, the Town is closely monitoring installation progress through bi-weekly written reports and monthly meetings. However, there has not been agreement on what standards will be used to ascertain whether the breach has been remedied. Thankfully, both operators have met their license obligations in regard to franchise payments due the Town under their licenses. The members of the Coordinating Committee are:

Gilbert Hoy, Chairman
Francine Berger, Broadband Monitoring Committee Chair
Christopher Crowley, Brookline Access Television
John Snodgrass, Information Technology Dir.
David Turner, Town Counsel
Peter Ditto, Transportation/Engineering Dir.
Harvey Beth, Finance Director
C. Stephen Bressler, Human Relations/Youth Resources Director



Selectman Donna Kalikow greets members of Boards/ Commissions and Department Heads at the Newbury College Symposium

CONCLUSION

The Selectmen addressed many, many other matters during the course of the past year beyond those highlighted in this report. The reconstruction of the Cypress St. Bridge, the Living Wage By-Law, the inaugural Half Marathon, the Bournemouth Hospital Report, and the reorganization of parking meter management are but a few examples. When one considers that the Board meets about 40 times a year with anywhere from 15 to 25 items on its weekly Calendar, there are several hundred diverse and often challenging matters that require the Board's attention.

From the perspective of September 11th, the routine work of local government might seem insignificant in comparison

to matters of national security. However, there is another vantage point from which to consider the work of the Town in an era of such historical events. Our steadfast refusal after September 11th to be terrorized by murderous fanatics is perhaps no better expressed than through the commitment of average citizens to see to the business of their local government. After all, towns and cities are closest to those who must be protected and served.

In addition to standing as a year of national tragedy, 2001 might well also testify to the determination and patriotism of our citizens, perhaps most directly exercised through active participation in their local government. Our sincerest hope is that this Town Government is fulfilling this purpose as well as any in the nation.

TOWN ADMINISTRATOR

Every segment of American society has its own unique connection with September 11th and its aftermath. While we all undoubtedly share varying degrees of horror, anger and sorrow, perspectives do vary.

For those of us who work day to day in local government, the role of New York City was awe inspiring. Beyond the immeasurable levels of individual courage and endurance, the scale and gravitas of operations, communications, and financial commitment went far beyond what most of us in local government will ever experience.

Obviously, September 11th was as poignant for Brookline's public safety personnel as for any others outside the New York City area. Sorrow and concern were palpable among Town firefighters and police officers. They expressed their support in many ways such as giving blood, paying respects at ground zero, and visibly participating in the Brookline Day of Remembrance. The sense of loss was especially direct because Brookline Firefighter Jack Dewan lost his NYC firefighter brother Gerry Dewan, and Brookline Dr. Peter Moyer, a member of the Town's EMS Committee lost his son, NYC firefighter Manny Devaille.



Department Heads and Town Administrator



Town Administrator Richard Kelliher addresses the crowd at the Cypress Field Remembrance of September 11th

Brookline's own emergency response actions in the weeks following September 11th were limited to HAZMAT responses to what, fortunately, turned out to be false anthrax reports. In mid-October, near panic conditions caused several full HAZMAT responses in the course of just four days. These false alarms, fortunately, did affirm the readiness of Brookline operations.

Unfortunately, economic and fiscal decline came into much sharper focus after September 11th, causing the Town administration to begin to take steps for budget contraction. The threatened cutback of state funds for school health grant programs was the first of what was to become many indications that fiscal conditions had fundamentally changed. While the general economy was showing some signs of recovery by the end of the year, state and local finances only worsened.

EMERGENCY PREPAREDNESS

Mobilization Immediately after September 11th, Brookline's Emergency Management Team mobilized to address a level of emergency preparedness not experienced since the civil defense era of the Cold War. The Town's emergency operations in recent decades had been geared to natural disasters and domestic catastrophes rather than to external threats. Hurricane, blizzard, and flooding conditions were the focus of emergency preparedness until September 11th. In fact, the crisis caused by the power black out in August, 2001 had caused the greatest emergency turnout in years.

After September 11th, the Town's emergency preparedness took on another dimension. The Town Emergency Management Team itself was reconstituted to take into account the much greater role of public health and local communications than in the past. The Emergency Management Team is comprised of:

Fire Chief John Spillane
Police Chief Daniel O'Leary
DPW Commissioner A. Thomas DeMaio
Water/Sewer Director Andrew Pappastergion

Director of Health & Human Services Alan Balsam
Director of Human Relations Stephen Bressler
Recreation Director Robert Lynch
Building Commissioner James Nickerson

The Emergency Management Team reported their activities to the Board of Selectmen on several instances in televised session. All Town facilities underwent security reviews; evacuation drills were conducted; equipment needs were inventoried and updated; communications were broadened; and training was expanded. The following statement from Chiefs Spillane and O'Leary and Health Director Balsam was released in mid-October and prominently published along with all Town emergency contact phone numbers:

"The Board of Selectmen has asked us to report to the community about the status of the Town's Emergency Preparedness. We and all the members of Brookline's Emergency Management Team have been fully engaged since September 11th, taking all possible steps to protect the citizens we serve against any likely contingency.

Police Chief Daniel O'Leary is a member of the special Federal Task Force, convened on October 10th by the US Attorney. That same week Chief Spillane spent a full two days in the state's emergency management "bunker" coordinating Brookline plans with statewide efforts. Health Director Alan Balsam is a lead member in a newly established Metropolitan group with his counterparts in Boston, Newton, and Cambridge.

We have come away from our respective interactions at the regional and state levels with the firm belief that Brookline is as well prepared as any town in the Commonwealth. We also know, however, that we are not yet prepared well enough. Much work remains to be done in the many aspects that define Homeland Security.

One of the most important actions we can take together with you at this time is to share as much information as possible. We encourage you to visit state, federal, and local websites: www.state.ma.us/dph; www.bt.cdc.gov; www.townofbrooklinemass.com.

On an on-going basis, the Town will keep residents and businesses informed through local newspaper reports, newsletters, mailings, and other means.

Naturally, any emergency or hazardous conditions should be reported to 9-1-1. In addition, you should not hesitate to call us or any community service department to discuss concerns or questions other than an immediate emergency situation. Our direct lines are printed below and the main numbers of the other departments involved in emergency preparedness are printed on this page. There is also an emergency preparedness number in the Police Department at (617) 730-2253.

We want to assure you that we will be there when you need us.”

Emergency Preparedness Funding During the Fall of 2001, the Emergency Management Team identified approximately \$200,000 in equipment, facility, and other needs. The false anthrax episodes indicated a need for updating and expanding equipment. For example, in the past Brookline Police had not been equipped with breathing apparatus; \$30,000 of the budget is for this purpose. Blankets, cots, and other supplies for shelters were also requested.

Fire Chief Spillane brought the total package to the Selectmen who unanimously approved funding. The funding source is the Town's FEMA reimbursement account which has a six figure balance after several years of accumulated overhead reimbursements from the federal government for previous storm emergencies. Also included in the request is \$20,000 for design of an emergency operations center at the DPW Hammond Street facility.

Table Top Exercise – After September 11th, Town public safety departments responded to approximately 75 emergency calls primarily resulting from anthrax scares. In addition to highlighting equipment needs, this experience reinforced the belief in the need for a revamped approach to emergency management by Town forces. To advance this change, a Table Top exercise was conducted involving personnel across Town departments, not just the Emergency Management Team. A training scenario on bio-terrorism was arranged involving Town personnel who do not regularly work with each other.

The scenario simulated the opening of mail on the 6th floor of Town Hall with powder spilling out and a note saying that “what you have just been exposed to is anthrax.” The group was broken into three sub-groups. The participants had a series of questions to answer. They were given a half-hour to respond. At the end of the half-hour, one person was selected by the group to report their answers, followed by group discussion on the three reports. The next level of the scenario was that a sample was brought to the State Lab in Jamaica Plain where it was found not to be anthrax. The groups were given 20 minutes to come up with response plans. At the end of the exercise, it was found that the sample turned out to be a strain of bacillus which could have been anthrax, but was not deadly. It was explained that this was not just an abstract exercise because this actually happened in Cambridge and Somerville at family planning clinics.

From these discussions, a protocol was drafted calling on four town agencies to handle biological incidents. Also, the need to establish an incident command team was discussed along with walk-through steps for employees. The need to list the responsibilities for supervisors and set up a chain of command was also identified. An exercise to test these plans is scheduled for the Spring of 2002.

Ambulance Service – An integral part of Town Emergency Management and Public Safety operations is the EMS ambulance program. Historically, Brookline has had very high standards for ambulance service requiring exceptionally rapid response time and advanced first responder capability. Since 1995, ambulance service has been provided through a contract with the Fire Department by Fallon Ambulance Service. Approximately 90% of response times have been less than six minutes and units dedicated to the Town are at the ALS paramedic level.

In April 2001, an Ambulance Study was presented to the Board of Selectmen. The Study came about as a result of the labor contract negotiated between the Town and the Fire Union the previous year. The Board authorized an Ambulance Study Task Force to oversee the project. The members were:

Selectman Robert Allen
Fire Chief John Spillane
Police Chief Daniel O'Leary
Captain Michael O'Reilly
Director of Health Alan Balsam
Robbie Ward, President Local 950
Chet Reilly, Local 950
Dr. Charles Pozner, B.I. Deaconess
Dr. Peter Moyer, Boston Medical Center
Town Meeting Member Al Gerte
Assistant Town Administrator Sean Cronin
Town Administrator Richard Kelliher

The Committee chose Tri-Data Corporation of Arlington, VA to conduct the study. The Tri-Data report provided extensive background information about Brookline EMS operations, especially financial data. Overall, the Study found both the EMS and Fire Services of the Town to be very solid. Fallon's performance indicators were considered “excellent” and a “high level of service” is rendered by the Fire Department. The Study's two Major Recommendations were:

1. Extend Fallon's Municipal Contract to provide primary transport to the Town of Brookline for a three-year period commencing July, 2001. Should the offer from Fallon include a three-year “lock in”, this, too, is in the best interests of the Town of Brookline for the same reasons stated above - time, costs, and performance.
2. Keep the Brookline first responder program operating as it exists today, that being the BFD provides for primary first response with FF/EMT's and AED capabilities, while the BPD remains the first responders for the purpose of first arrival readiness and preparation.

In accordance with the findings, Fire Chief Spillane recommended in June, 2001 approval of a 3-5 year contract with Fallon Ambulance service. The Chief observed that the Town “has been able to build a comprehensive contract proposal with Fallon Ambulance

that will provide for top-of-the-line medical services to the citizens of Brookline for several years to come.”

Among the advancements arranged in this new Fallon contract are:

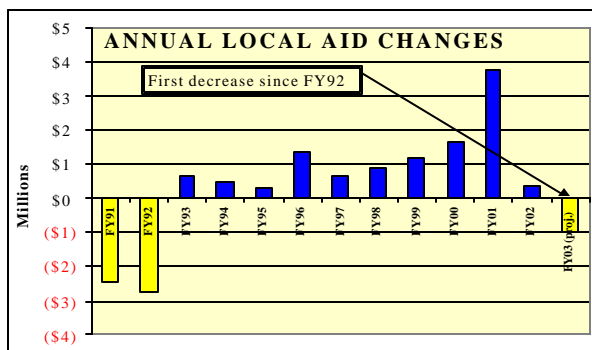
- Enhanced performance standards
- EPI-pens on all ambulances
- Defibrillators on all BLS units
- Provision of one defibrillator per year at town buildings
- Provision of 15 defibrillators to police vehicles.
- Expanded EMS training for fire and police personnel.

FINANCIAL MANAGEMENT

In addition to stepped-up emergency planning in the aftermath of September 11th, the most pervasive change in the municipal landscape in 2001 was the deterioration of economic and fiscal conditions. In November, 2001 the National Bureau of Economic Research declared that the U.S. economy had officially entered into a recession. Unemployment reached its highest level in six years and key industries continued to lag.

More directly impinging upon Town Finances, both state and local revenues began to decline. At the State level, the FY02 budget – the latest ever adopted, in November – contained a shortfall of hundreds of millions of dollars. While local aid did not suffer major cuts for FY02, road repair funds, gas tax funds, and education grants were reduced. The Town itself was to end the calendar year with a projected \$2.5 million downswing in annual local receipts, mostly from interest earnings.

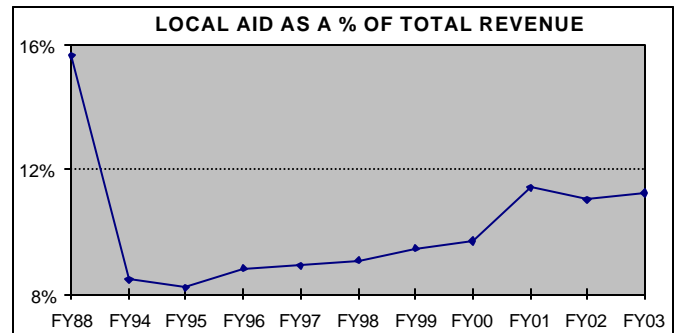
The FY03 Budget Guidelines presented in November, 2001 called for a curtailment of Town financial projections and offered a “maintenance of effort” approach to budget preparations for the coming fiscal year. However, this restrained approach itself was further constricted by increasingly dire reports from the Massachusetts Taxpayers Foundation and by State leaders themselves that the State budget was likely to have a \$3 billion shortfall over a two-year period.



As 2001 came to a close, it became increasingly clear that even if the economy were to begin to stabilize, as many were starting to predict, the State's fiscal condition would

require years to right itself. Warnings from State House leaders were evoking comparisons with the budget crisis of FY90-92.

It has taken Brookline years to recover from the local aid cuts of the early 90's. It took a full 10 years for the Town's net local aid to return to the levels provided in 1989 just before the cuts of the early 90's. However, local aid as a percentage of total Town revenues is still about a third lower than it was in 1989 when local aid was nearly 16% of Town revenues. In FY02, local aid stands at about 11% of revenues, a figure actually expected to drop in FY03.



As a result of fiscal developments in 2001, the Town's Long Range Financial Projections have changed considerably. The forecast for FY2003-FY2007 has worsened perceptibly over the forecast for FY2002-FY2006. The FY03-FY07 Projections now anticipate a \$5.7 million shortfall over the next five fiscal years, an amount that is nearly three times greater than projected in the prior year's forecast. More troubling, this worsened anticipated shortfall is projected even after scaling back estimates for collective bargaining and other expenses. (See the LRFP at the end of this Town Administrator section.)

For the short-term, however, the Town's financial condition should be comparatively stable. Many municipalities are experiencing cutbacks on budgets that were already overstressed. There are several reasons why Brookline can maintain its financial equilibrium.

- The recession has been tornado-like, touching down with its worst damage in high-growth areas like the R128-I495 Belt. While some revenue accounts here have declined steeply, others (e.g. motor vehicle excise, building permits) remained comparatively stable through December, 2001.
- During the economic upswing, many communities experienced substantial school enrollment increases, which they found barely manageable in the boom times and will be virtually overwhelming now. Brookline's school enrollment has been flat since 1996, but school budget increases have ranged each year from 4%-6%.
- Because the Town has received a disproportionately lower share of local aid (Chapter 70/Education funding accounts for only 13% of our school budget, among the lowest in the state), we

are not as over-reliant and, therefore, not as vulnerable to a curtailment of intergovernmental revenue.

- While over-reliance on the property tax is also to be avoided, the property tax has historically shown itself to be more recession resistant than income, corporate, or sales taxes, as well as other local revenues such as fees and fines.
- On-going expenditure controls have been crucial in readying the Town for this downturn. Labor agreements have been negotiated within the Town's ability to pay and have not included language escalators that drive up compensation schedules over time. Through the comparatively prosperous mid-90's, the number of permanent full-time personnel were virtually frozen in place.

TOWN MANAGEMENT

Another significant, but relatively obscure, event also took place in 2001. A national "Report Card on Government Performance" was published in February. The "Report Card" was based on the findings of the Government Performance Project, a collaboration between the Maxwell School of Syracuse University and Governing Magazine (a publication of the Congressional Quarterly), funded by the Pew Charitable Trust. Although the Government Performance Project has focused on state and county governments since its first report in 1999, its evaluative framework is applicable to all levels of government, and certainly to the Town of Brookline.

The Project relies on five broad categories to assess government performance utilizing certain criteria to guide the process. The grading for the Commonwealth of Massachusetts, for example, is listed below alongside the categories and criteria. (Remember this report was issued in February, 2001, before the current fiscal crisis.)

Financial Management B-
Rainy Day Funds, Long-term planning, Financial Reporting

Capital Management C+
Long-term planning, Project Management, Asset Accounting, Maintenance Effort, Public Involvement

Human Resources B-
Workforce Planning, Improved Training, Pay for Performance, Rational Position Classification

Managing For Results C
Strategic Planning, Benchmarks, Communication of Results

Information Technology C+
Enterprise-wide, Strategic Planning, Internet Use

In a departure from the traditional Annual Report format, the following is an attempt to recount some of the Town Administration's activities of the past year, with a grading

generally based upon the approach of the Government Performance Project.

Financial Management A

In this area, the Town appears, for the most part, not only to be doing the right things, but doing them right. The Moody's Aaa rating given again in 2001 affirms this assessment. Only 11 of 351 Massachusetts Municipalities are as highly rated.

Continued adherence to standing fiscal policies concerning reserves, debt management, use of free cash, etc. continued to keep Town finances stable as we transitioned from economic growth to economic decline. Long-range financial planning was once again paramount in the Annual Financial Plan, which not only includes the operating budget, but is also based on the Five-Year Financial Forecast and the multi-year Capital Improvement Program.

Periodic financial reporting continues to need attention. Quarterly financial reports have not been regularly forthcoming and the annual closing period can be shortened.

Capital Management A-

The on-going integration of the CIP into the overall Financial Plan, based upon a steady commitment to capital financing policies, continued to produce results. The Town made further inroads into the backlog of capital needs as evidenced by the pavement management program, completion of the water system re-lining project, and building renovation projects.

The continued involvement of Project Oversight Committees for the Public Safety, Library, and Lawrence School projects has facilitated planning and construction oversight. Although public process for capital projects was called into question in the 2001 Annual Town Meeting, the level of citizens participation remains comparatively quite high in this Town.

Fixed asset accounting and maintenance can be uneven across projects and Departments. A positive example of applying these processes to an identified capital need occurred with the Sidewalk Condition Analysis. DPW retained an engineering consultant to rate the conditions of the Town's 100 plus miles of sidewalks. The Report found about 40% to be in poor or worse condition. This resulted in the preparation of a long-term Sidewalk Replacement Plan and a corresponding funding strategy to bring sidewalks to at least minimally acceptable conditions in 10 years.

Human Resources B+

The Town converted this operation over the past year from a Personnel Office to a Human Resources Department. Beginning with a By-Law change at the Fall 2000 Special Town Meeting, followed by the employment of the Town's

LONG RANGE FINANCIAL PROJECTION						
FY2003-FY2007						
	FY2003	FY2004	FY2005	FY2006	FY2007	TOTAL
	EST	EST	EST	EST	EST	CHANGE
FY2003-FY2007						
REVENUES						
Property Taxes	\$108,911,693	\$112,859,119	\$116,606,496	\$120,448,553	\$124,387,395	\$15,475,702
Local Receipts	\$17,023,513	\$17,497,025	\$17,742,755	\$17,994,820	\$18,585,760	\$1,562,247
State Aid	\$18,756,510	\$18,519,723	\$18,839,438	\$19,310,132	\$20,484,558	\$1,728,048
Free Cash	\$5,541,797	\$3,290,841	\$3,270,378	\$4,385,850	\$4,250,496	(\$1,291,301)
Other Available Funds	\$8,103,213	\$8,008,180	\$8,287,763	\$8,468,968	\$8,658,797	\$555,584
TOTAL REVENUE	\$158,336,726	\$160,174,888	\$164,746,830	\$170,608,323	\$176,367,006	\$18,030,280
EXPENSES						
Municipal Services	\$51,015,266	\$51,690,279	\$53,376,404	\$55,104,560	\$56,791,034	\$5,775,768
School Services	\$52,002,463	\$53,376,805	\$55,029,242	\$56,923,358	\$58,896,431	\$6,893,968
Personnel Benefits	\$23,152,514	\$25,533,217	\$27,569,600	\$29,616,282	\$31,781,991	\$8,629,477
Debt Service	\$14,719,851	\$14,514,338	\$14,774,249	\$14,927,945	\$16,211,408	\$1,491,557
Revenue- Financed CIP	\$6,750,607	\$4,687,921	\$4,670,012	\$5,854,543	\$4,624,204	(\$2,126,403)
General Services/Reserve Fund	\$2,301,492	\$2,368,413	\$2,427,874	\$2,493,013	\$2,559,079	\$257,587
Non-Appropriated Exp.	\$8,394,532	\$8,421,790	\$8,307,157	\$8,188,107	\$8,340,506	(\$54,026)
TOTAL EXPENSES	\$158,336,726	\$160,592,763	\$166,154,538	\$173,107,808	\$179,204,653	\$20,867,927
SURPLUS(DEFICIT)-BEFORE COLL BARG & STEPS	\$0	(\$417,875)	(\$1,407,708)	(\$2,499,485)	(\$2,837,647)	(\$2,837,647)
TOWN SHARE OF SURPLUS BEFORE COLL BARG & STEPS	\$0	(\$1,119)	(\$544,063)	(\$1,093,975)	(\$1,215,764)	(\$1,215,764)
TOWN COLL BARG & STEPS	\$0	\$871,971	\$869,524	\$1,364,036	\$1,396,230	\$1,396,230
TOWN SHARE OF DEFICIT AFTER COLL BARG & STEPS	\$0	(\$873,090)	(\$1,413,587)	(\$2,458,011)	(\$2,611,994)	(\$2,611,994)
SCHOOL SHARE OF SURPLUS BEFORE COLL BARG & STEPS	\$0	(\$416,756)	(\$863,648)	(\$1,405,512)	(\$1,651,884)	(\$1,651,884)
SCHOOL COLL BARG & STEPS	\$0	\$809,392	\$870,197	\$1,416,335	\$1,468,905	\$1,468,905
SCHOOL SHARE OF DEFICIT AFTER COLL BARG & STEPS	\$0	(\$1,226,148)	(\$1,733,845)	(\$2,821,847)	(\$3,120,789)	(\$3,120,789)
TOTAL DEFICIT AFTER COLL BARG & STEPS	\$0	(\$2,099,238)	(\$3,147,432)	(\$5,279,858)	(\$5,732,783)	(\$5,732,783)

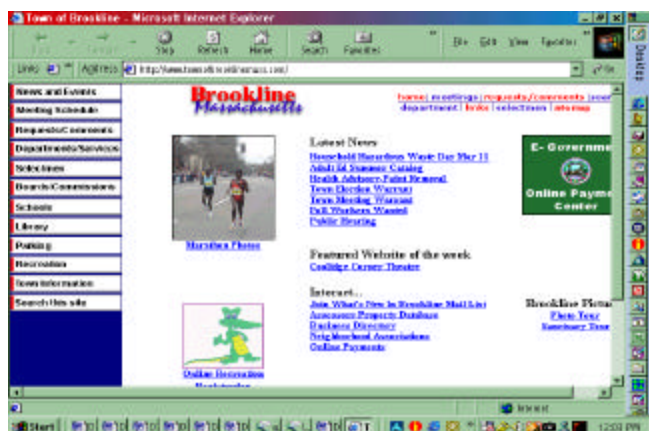
first ever HR Director in April, 2001, the transition in this area has been considerable. To the extent that this grade might not yet be the highest, there is widely shared perception throughout the organization that the grading curve is moving in the right direction.

Training for Department Heads, line supervisors, and line personnel has been conducted. Reporting procedures for group health and other system-wide requirements have been updated. Workplace interventions have been immediate and effective. Pay plans at all levels of the organization have been effectively reviewed.

Much remains to be done. New employee orientations, on-going skills training, and employee manuals are in the process of being established. As an Administration, we have yet to take action on several of the factors highlighted in the Government Performance Project, such as "workforce planning". However, overall the HR operation is evolving into a much needed support operation to line departments and expectations are quite high for the future.

Information Technology B

IT continued to do a solid job in 2001 including the very successful expansion of E-Commerce. Citizens can now log on to www.townofbrooklinemass.com to pay their Property Tax, Refuse fee, and Water and Sewer bills, in addition to registering and paying for any Recreation program. However, perhaps more so than any other operation in Town Government, it was positioned this past year to take off to another level. During 2001, the Town and School Administration joined in the development of a comprehensive IT Strategic Plan. Recent national studies have shown that fewer than one-third of local governments have prepared IT Strategic Plans, which are increasingly considered essential for towns and cities to close the generally acknowledged "performance deficit" in local government use of technology.



Town and School officials developed an IT Study RFP which was issued in March, 2001. After reviewing 19 responses from national and local consultants, PTI, Inc. of Seattle, Washington was awarded the contract to work with an 18 person Steering Committee to assess Town needs and formulate an implementation plan. Ten Focus Groups

were held involving more than 100 individuals representing virtually all aspects of Town Government and interested citizens.

The IT Strategic Plan that was developed through the course of the year made the following findings and recommendations:

- Brookline has made significant progress in IT, notably in GIS, E-Government, and Public Safety applications.
- Enterprise-wide IT leadership is lacking.
- Some cross-departmental functions are not well automated.
- IT initiatives are not reviewed on an enterprise-wide basis.
- Teachers and School management are dissatisfied with the integration of Instruction Technology into the curriculum.

To address these findings, PTI made the following major recommendations:

- Create a Central IT Department, led by a Chief Information Officer (CIO), who reports to both the Town Administrator and the School Superintendent through a joint Memorandum of Understanding (MOU).
- Create an annual IT decision making process similar to the annual Capital Improvement Plan (CIP) process with increased departmental and community input.
- Develop a strategic plan for Instructional Technology.
- Continue to invest in Internet and intranet applications to support core enterprise functions and to extend application functionality out to staff and the community.
- Consolidate servers to a Data Center.
- Invest in key applications areas including Maintenance Management, Management Reporting, Human Resources/Training, Permit and License Management, and Document Imaging.

Once these recommendations are implemented, Town IT operations should rate higher over the long-term according to the Government Performance Project criteria

Managing For Results B-

The Town's Annual Financial Plan requires each department to stipulate Performance Objectives for the upcoming fiscal year and to report accomplishments from the previous fiscal year. This practice alone places Brookline ahead of many local governments in taking the steps necessary to Manage for Results. In FY02, the Financial Plan itemized hundreds of separate departmental objectives.

However, the Town, like many other local governments that have attempted to benchmark for performance, has not developed across the board data and evaluators to

measure performance. Results can be quite uneven across the organization.

However, there are aspects of the general Town Administration that often offset the lack of across the board systems in this area. First, there is a longstanding culture of excellence in Brookline Town government. Internal and external expectations are quite high. Second, there is clear accountability in the Department Head-Town Administrator-Board of Selectmen structure. For example, Department Heads must be re-appointed each year, upon the recommendation of the Town Administrator who himself is subject to a three-year appointment process. Third, the high degree of citizen participation and direct citizen contact reinforces the Town government to maintain its customer-focused mission.

Perhaps one of the better examples of Managing for Results in 2001 is the Town's acquisition of nearly 4,000 streetlights from NStar. After several months of extensive negotiations, the Town purchased the streetlights for \$160,000, substantially lower than the initial asking price closer to \$500,000. More importantly, the Town reduced its annual operating costs by a net of \$420,000 through assuming direct responsibility for maintenance and contracting with another entity to perform the work. As a result, the Town is paying less and getting much improved maintenance. Many few lights are out at a given time and the response time for repair is much improved.



Commissioner of Public Works Tom DeMaio, Director of Engineering/Transportation Peter Ditto, and Assistant Transportation Director David Friend review project plans

MANAGEMENT TEAM

Every year we use the Annual Report to provide an update on changes in the Town's Senior Management Team. Perhaps the transition with the most far reaching consequence for the Town occurred in a position that is not actually part of the Town Administration, Superintendent of Schools.

The resignation of 13-year Superintendent Jim Walsh closed out a very important era for the Brookline Public

Schools. Of greatest significance to the Town Administration was Superintendent Walsh's willingness to embrace the Town/School Partnership. This contributed directly to several years of financial stability for the Town and continued excellence for the School. Personally and professionally, Jim Walsh taught me much and I have become a better municipal manager from working with him.

Superintendent Dick Silverman, fortunately, has also been as eager to continue the Partnership Agreement. He has proven to be a determined yet personable colleague. I look forward to working with Dick in meeting the many challenges that lie ahead.

Human Resources Director. With 30 years of distinguished service to the Town, Personnel Director Gerard Hayes retired on March 30, 2001. Gerry Hayes capped his final year with receipt of the prestigious Eugene Rooney Public Service Award. This Award is made each year by the Governor to a very few public employees who exhibit leadership and innovation in state and local government. Gerry certainly demonstrated this, particularly in the area of labor negotiations, in his years with Town. Gerry will be missed jointly.

Stepping in as the Town's first Director of Human Resources is John Dunlap, who was appointed by the Board of Selectmen on April 3, 2001. John served in the Town of Arlington for nearly 10 years, four of them as Personnel Director. He was chosen out of a very competitive field of over 50 applicants. John holds a Bachelor of Arts in Communications from the University of Massachusetts and an MA in Public Administration from Northeastern University. John has proven to be what everyone has hoped for as HR Director. We all look forward to many more years with him here.



John Dunlap, Human Resources Director

Council on Aging Director. Stepping up to become the Town's Council on Aging Director is Ruthann Dobek, who was appointed on January 15, 2002, replacing Arlene Stern who retired on January 31, 2001. Arlene forged the COA into a formidable social service and elder advocacy agency in her 20 years as Director. Ruthann already had nearly 20 years of experience with the COA, most as the

second in command of the organization. She gained particular prominence in recent years outside the agency through her skillful management of the Senior Center Project. Ruthann holds a Bachelor of Arts degree from Clark University and attained an MA in Social Work from Boston University.



Ruthann Dobek, Council on Aging Director

In closing, I want to thank all the Department Heads and Town employees who helped steady this community in this most turbulent year. Difficulties lie ahead and we want those who live, work, and visit here to have confidence that the Town will respond to the best of its ability in any crisis that might arise.

In particular, I must express my deepest appreciation to my colleagues in the Selectmen's Office who day-in and day-out work to serve both this organization and the community. Deputy Town Administrator Stephen Cirillo, my assistant Patty Parks, along with Brenda Costello, Recording Secretary Mary McMahon, and new arrival Colleen Cahill make the "6th Floor" a productive and enjoyable place to work. Special recognition goes to Sean Cronin and AnnMarie Cedrone, not only for their daily accomplishments, but for their production of the Annual Report. Because of their efforts, the 2000 Brookline Annual Town Report won first place last year in the Massachusetts Municipal Association's (MMA) statewide report contest. We are hopeful that this 296th Report will once again be worthy of local and statewide commendation.



Town Administrator Richard Kelliher accepts the Award for 1st place for the 2000 Brookline Annual Report from the Massachusetts Municipal Association.



Flag Day Parade

TOWN MODERATOR

Two Town Meetings were held during the year. The May, 2001 Annual Town Meeting included passage of a \$174 million budget and spirited debates relating to a living wage by-law, residential versus commercial taxation, and St. Aidan's church.

The highlights of the Fall Town Meeting in November, 2001 included passage of the first set of provisions of a new Town Zoning By-Law (regulating flood hazards), the adoption of a living wage by-law, and the defeat of a proposal from the Moderator's Committee on Leaf Blowers. With regard to the five Moderator's Committees that were operating during the year, as noted above, the proposal for a by-law from the Living Wage Committee was approved and the proposal

from the Leaf Blower Committee defeated, evidencing, I suppose, Town Meeting's ambivalence about the virtues of increasing regulation. The work of the Moderator's Committees on alternative voting methods, community electricity franchising, and tree replacement continues, with substantive proposals from at least two of these Committees likely to come before Town Meeting some time in 2002.

I express my usual thanks, and convey the gratitude of the Town, to the members of these Moderator's Committees and to our hard working Advisory Committee, under the leadership of Nancy Daly, Chairman, and Harry Bohrs, Vice Chairman.

ADVISORY COMMITTEE

Organization and Function

Massachusetts General Laws, Chapter 39, Section 16 states that "every town whose valuation for the purpose of apportioning state tax exceeds one million dollars shall, and any other town may, by bylaw provide for the election or the appointment and duties of appropriation, advisory or finance committees, who shall consider any or all municipal questions...."



Advisory Committee

The Brookline Advisory Committee, in accordance with Town By-Laws, shall consist of not fewer than 20 nor more than 30 established registered voters of the Town. At least one elected Town Meeting Member is appointed from each of the 16 precincts, plus up to eight additional Town Meeting Members and up to six members-at-large. This makes the Advisory Committee one of the largest of such committees in the Commonwealth.

The Committee is somewhat unique in that it functions not only as a Finance Committee, but also as an

Advisory Committee. As such, it advises the Town through its recommendations to Town Meeting on all matters ranging from town finances and re-zoning to capital projects and collective bargaining in order to meet the specific needs of the community. The Advisory Committee reports to Town Meeting with its written recommendations on such matters in the printed Combined Report that is mailed to all Town Meeting Members. The Committee is the only authority that may approve transfers from the Reserve Fund, which is established to deal with unforeseen or emergency expenditures.

The Chair of the Advisory Committee appoints each member to serve on a subcommittee, working closely with members to determine which subcommittee will best suit their background and interest. The Chair selects a member from each subcommittee to serve as its chair.

Below is a listing of current subcommittees with the areas to which each is responsible and its Chairperson:

ADMINISTRATION AND FINANCE: Advisory Committee, Debt and Interest, Finance, Information Technology, Non-Appropriated Expenses and Abatement Reserve, Selectmen, Town Clerk, and Unclassified. (Chaired by Neil Wishinsky)

CAPITAL: Building, Capital Improvements Program, CDBG, Public Works, and Recreation. (Chaired by Charles Moo)

HUMAN SERVICES: CDBG, Council on Aging, Health, Human Relations-Youth Resources, Library, and Veterans' Services. (Chaired by Estelle Katz)

PERSONNEL: Collective Bargaining, Human Resources, and Personnel Benefits. (Chaired by Sergio Modigliani)

PLANNING AND REGULATION: Conditions of Appropriation, Legal Services, and Planning and Community Development. (Chaired by Acheson Callaghan, Jr.)

PUBLIC SAFETY: Police and Fire. (Chaired by Stanley L. Spiegel)

SCHOOLS: (Chaired by Harry K. Bohrs)

2001 Issues

In 2001, the Advisory Committee considered a broad array of financial and other issues on behalf of Town Meeting. The Committee met 36 times to prepare its recommendations for the Annual Town Meeting and the Special Town Meeting. In addition, the subcommittees met 48 times to hold public hearings, which allowed both supporters and opponents of various issues to air their views. The subcommittees reported to the full Advisory Committee to allow the Committee to fully take into account public sentiment in its final decision making process.

The Advisory Committee spent approximately three months crafting its version of the Town's \$175 million budget. From mid-February through mid-May, the full Committee met twice a week to hear and discuss subcommittee recommendations. The Committee listened to the requests and concerns of boards and commissions, town officials, and citizens, balanced these views, and prepared and submitted to Town

Meeting a detailed budget recommendation in the form of the Annual Appropriation article.

During 2001, the Advisory Committee prepared and presented to Town Meeting comprehensive reports on a number of complicated warrant articles. Topics included the feasibility of establishing a "living wage" for Town employees, extension of group insurance benefits to domestic partners, the creation of a Town Human Resources Department, tax classification, the regulation of hand held telephones, and a variety of zoning issues.

Members also actively participated on committees appointed by the Board of Selectmen to develop recommendations on the Comprehensive Plan, Zoning By-Law, Open Space Plan, Landfill Reuse, Redistricting, and Commercial Areas Parking. In addition, members served on several standing town committees including the Labor Advisory, Town/School Partnership, and Audit Committees.

Nancy Daly was unanimously re-elected to serve as the Chair of the Committee and Harry Bohrs continued as Vice Chair.

Jonathan Karon resigned from the Advisory Committee in January. With warm thanks, we wished him well and welcomed new members Kenneth Chin, Gerard Hayes, and Leonard Weiss.

The Advisory Committee will continue to work diligently on behalf of Town Meeting to carefully consider all matters that will impact the Town and make recommendations it considers to be in the best interest of the Town and all of its residents.

TOWN MEETING

Summary of Actions Taken

Annual Town Meeting

May 22, 2001

ARTICLE ONE

Appointment of Measurers of Wood and Bark (Selectmen). A motion of Favorable Action to establish that the number of Measurers of Wood and Bark be two, to be appointed by the Selectmen, was passed by a Unanimous Vote.

ARTICLE TWO

Annual authorization of compensating balance agreements (Treasurer/Collector). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE THREE

Report on close-out of special appropriations and rescind unused borrowing authorizations (Selectmen). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE FOUR

Approval of unpaid bills of prior fiscal year. (Selectmen). A motion of No Action was passed by a Unanimous Vote.

ARTICLE FIVE

Acceptance of legislation to increase property tax exemptions (Assessors). A motion of Favorable Action for the Town to establish an additional property tax exemption for FY2002 for certain classes of individuals, including the elderly, the blind, surviving spouses, and veterans, was passed by a Unanimous Vote.

ARTICLE SIX

Establishment of a Water and Sewer Enterprise Fund (Selectmen). A motion of Favorable Action to accept the provisions of Section 53F1/2 of General Laws, Chapter 44, was passed by a Unanimous Vote.

ARTICLE SEVEN

Annual appropriations article (Selectmen). A motion of Favorable Action for the FY2002 budget, with total expenditures of \$159,307,710, was passed by a Counted Vote of 174 In Favor and 1 Opposed.

ARTICLE EIGHT

Acceptance of Chapter 411 of the Acts of 2000 – Provides for an automatic “Pop-Up” for the eligible members of the Non-Contributory Retirement System on the same basis as the eligible members of the Contributory Retirement System (Retirement Board). A motion of Favorable Action to accept the provisions of Chapter 411 of the Acts of 2000 was passed by a Unanimous Vote.

ARTICLE NINE

Amendment to Town By-Laws – Creation of a Living Wage By-Law (Petition of Patricia Connors). A motion to refer the subject matter of this article to a Moderator's Committee for further study and report to the Fall Town Meeting was passed by a Counted Vote of 108 In Favor and 98 Opposed.

ARTICLE TEN

Amendment to Town By-Laws – Addition of 4.7 - Public Hearing Before Preliminary Design Stage (Petition of Gary Jones). A motion to refer the subject matter of this article to a Selectmen's Committee was passed by a Unanimous Vote.

ARTICLE ELEVEN

Amendment to the Zoning By-Law Section 2.09 – Family - necessary to comply with a recent decision of the United State Supreme Court (Town Counsel). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE TWELVE

Amendment to the Zoning By-Law Section 4.30 – Table of Use Regulations - to allow for for-profit health clubs in two zoning districts by special permit (Planning Board). A motion of Favorable Action was Defeated, for failing to reach a two-thirds vote, by a Counted Vote of 114 In Favor and 81 Opposed.

ARTICLE THIRTEEN

Amendment to Article 7.7 of the Town By-Laws – Removal of Snow and Ice from Sidewalks - to include a reporting requirement in the Town's Annual Report

(Petition of Martin Rosenthal). A motion of Favorable Action was passed by a Majority Vote.

ARTICLE FOURTEEN

Amendment to Section 4.2.9 of the Town By-Laws – Selectmen's Report - to expand the reporting of Town Meeting actions (Petition of Martin Rosenthal). A motion of Favorable Action was passed by a Majority Vote.

ARTICLE FIFTEEN

Underground Parking Garage Exit Warning Devices (Selectmen). A motion of Favorable Action, to enact a zoning by-law designed to insure maximum pedestrian and vehicular safety for all off-street parking, was passed by a Unanimous Vote.

ARTICLE SIXTEEN

Legislation authorizing a change in the Percentage of Tax Levy imposed on Real and Personal property (Petition of Stanley Spiegel). A motion of Favorable Action was Defeated by a Counted Vote of 95 In Favor and 107 Opposed.

ARTICLE SEVENTEEN

Legislation to authorize the Town of Brookline to Lease Town-Owned Property for Twenty-Five Years (Selectmen). A motion of Favorable Action, to authorize the filing of a petition with the General Court authorizing the Town to lease town-owned property for twenty-five years, was passed by a Majority Vote.

ARTICLE EIGHTEEN

Legislation amending Chapter 66 of the Acts of 1998 - Liability Insurance Fund (Town Counsel). A motion of Favorable Action, to authorize the filing of a petition with the General Court amending Chapter 66 of the Acts of 1998, which established a Liability Insurance Fund in the Town, was passed by a Majority Vote.

ARTICLE NINETEEN

Legislation authorizing an increase in the ceiling in the Parking Violation fine schedule (Selectmen). A motion of Favorable Action was passed by a Majority Vote.

ARTICLE TWENTY

Resolution regarding the use of cellular telephones while operating a motor vehicle (Selectmen). Upon motion of Favorable Action, a Resolution calling on the Brookline Town Meeting to request the General Court to enact legislation to ban the use of hand held cellular phones by operators of motor vehicles, was passed by a Counted Vote of 177 In Favor and 7 Opposed.

ARTICLE TWENTY-ONE

Legislation authorizing the Town of Brookline to regulate the operation and use of hand held telephones, including so-called cellular telephones and similar hand held devices, in motor vehicles (Petition of Lisa Liss). A motion of No Action was passed by a Unanimous Vote.

ARTICLE TWENTY-TWO

Resolution regarding St. Aidan's Church (Petition of Diana Spiegel). Upon motion of Favorable Action, a Resolution calling on the Brookline Town Meeting to urge the Brookline Preservation Commission to conduct an investigation and public hearing for designating St. Aidan's Church an historic district, was passed by a Majority Vote.

ARTICLE TWENTY-THREE

Resolution supporting the abolition of the death penalty and the passage of the Innocence Protection Act (Petition of Martin Rosenthal). Upon motion of Favorable Action, a Resolution calling on the Brookline Town Meeting to urge its citizens and elected officials to strongly condemn the death penalty and to support the National Death Penalty Moratorium Act and the Innocence Protection Act, was passed by a Counted Vote of 167 In Favor and 6 Opposed.

ARTICLE TWENTY-FOUR

Establishment of the Golf Enterprise Fund Advisory Committee (Petition of Steven T. Ladoulis). A motion of No Action was passed by a Unanimous Vote.

ARTICLE TWENTY-FIVE

Establishment of the Putterham Meadows Golf Club Advisory Committee (Petition of Steven T. Ladoulis). A motion of No Action was passed by a Unanimous Vote.

ARTICLE TWENTY-SIX

Reports of Town Officers and Committees (Selectmen) Reports were heard from the Selectmen's Committee on Article 14 of the November 14, 2000 Special Town Meeting regarding the delegation of the Selectmen's licensing authority; the Selectmen's Committee on Article 15 of the May 23, 2000 Annual Town Meeting regarding permissible levels for leaf blowers; the Moderator' Committee on the feasibility and applicability of a tree ordinance in the Town of Brookline; and the Housing Advisory Board regarding affordable housing initiatives.

**Special Town Meeting
November 13, 2001**

ARTICLE ONE

Approval of unpaid bills (Selectmen). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE TWO

FY2002 budget amendments (Selectmen). A motion of No Action was passed by a Majority Vote.

ARTICLE THREE

Approval of CDBG application (Planning). A motion of Favorable Action, to authorize the Board of Selectmen to file preapplications and applications in the total amount of \$1,905,000, was passed by a Unanimous Vote.

ARTICLE FOUR

Approval of naming the School Committee Room in Town Hall the James F. Walsh Room (Selectmen/School Committee). A motion of Favorable Action was passed by a Majority Vote.

ARTICLE FIVE

Dedication of a Footbridge on Boylston Street between White Place and Boylston Playground in memory of Brookline Veteran, William F. Kelly (Veterans' Services Director). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE SIX

Dedication of a pole at the entrance of the Water/Sewer Division located at 44 Netherlands Road in memory of Lawrence F. Doheny (Petition of Chou Chou Merrill). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE SEVEN

Amendment to the Zoning By-Law - As recommended by the Zoning By-Law Review Commission to modify FEMA Flood Insurance Program, Code of Federal Regulations 60.3 (page 93 of the Zoning By-Law) (Planning). A motion of Favorable Action, to amend the zoning by-laws by creating a Floodplain Overlay District, was passed by a Unanimous Vote.

ARTICLE EIGHT

Authorization to convey land on Woodland Road, LOT B25D (Planning). A motion of Favorable Action, to authorize the Board of Selectmen to convey land on

Woodland Road for \$1,000 or fair market value, whichever is greater, was passed by a Two-Thirds Vote.

ARTICLE NINE

Amendment to Article 8.15 of the Town By-Laws - Noise Control - to limit the hours of use of leafblowers and similar landscaping devices (Moderator's Committee on Leafblowers). A motion of Favorable Action was Defeated by a Counted Vote of 96 In Favor and 100 Opposed.

ARTICLE TEN

Amendment to Town By-Laws - Creation of a Living Wage

By-Law (Moderator's Committee on Living Wage). A motion of Favorable Action was passed by a Counted Vote of 189 In Favor and 5 Opposed.

ARTICLE ELEVEN

Amendment to Town By-Laws - Creation of Living Wage By-Law (Petition of Patricia Connors). A motion of No Action was passed by a Majority Vote.

ARTICLE TWELVE

Appropriation of additional funds for the Carlton Street Foot Bridge (Petition of Cathleen Cavell). A motion of No Action was passed by a Majority Vote.

ARTICLE THIRTEEN

Appropriation of additional funds for the Main Library Renovation (Petition of Ken Jacobson). A motion of Favorable Action was Defeated.

ARTICLE FOURTEEN

Renewal of Lease Agreements for Town-Owned Rental Properties (Selectmen). A motion of Favorable Action, to authorize the Board of Selectmen to lease, for not more than ten years, land and buildings located at 15 Newton Street, 9 Newton Street and 29 Avon Street, was passed by a Majority Vote.

ARTICLE FIFTEEN

Appointment of a Moderator's Committee to study the possibility of creating a Municipal Power Company in Brookline (Petition of Joseph Ross). A motion to refer the subject matter of this article to the Moderator's Committee on Community Electricity Franchising was passed by a Unanimous Vote.

ARTICLE SIXTEEN

Resolution supporting school bus safety (Petition of Nancy Erdmann). Upon motion of Favorable Action, a

Resolution calling on the Brookline Town Meeting to urge the General Court to adopt legislation requiring all school buses and all buses transporting school children to provide a three-point lap and shoulder restraint system, was passed by a Unanimous Vote.

ARTICLE SEVENTEEN

Reports of Town Officers and Committees (Selectmen). Reports were heard from the Moderator's Committee on the Living Wage; the Moderator's Committee on Electricity Franchising; and the Town Administrator's Interdepartmental Task Force regarding sidewalk snow removal.

*

2001 TOWN MEETING ATTENDANCE

PRECINCT	NAME	Eligible	Attended	PRECINCT	NAME	Eligible	Attended
3	ABRAMS, Betsy F.	4	4	6	CONQUEST, Arthur Wellington	4	4
3	ABRAMS, Robert T	4	4	4	COOPER, Ingrid E	4	3
13	ADELSON, David	4	4	10	COOPER, Marc L	4	4
AL	ALLEN, Robert L.	4	4	10	COUGHLIN, William J.	4	4
5	AMES, Charles C.	4	4	14	COX, Julia D	4	3
5	AMES, Kathleen L.	4	4	5	CRAIG-OLINS, Elizabeth	4	3
1	AMES, Peter J.	4	0	12	CRYSTAL, Erica F.	4	2
6	ANDERSON, Catherine C.	4	3	12	DALY, Nancy A	4	4
15	ANDREADIS, Anthony T.	4	4	10	DAVIS, Jonathan H.	4	4
11	ARISTA, Roberto E.	4	0	12	DEAN, Linda C	4	4
12	AXELROD, Carol S.	4	2	15	DELANY, Elias S.	4	4
4	AXELROD, Sarah T.	4	3	5	DeVRIES, Robert H.	4	4
4	BAIN, John T.	4	4	3	DEWART, Mary D	4	4
9	BART, Eleanor J.	4	3	3	DEWART, Murray	4	4
9	BART, Walter J.	4	3	5	DeWITT, Betsy	4	4
15	BASILE, Robert W.	4	3	15	DOW, Joseph Sheffield	4	4
6	BASSETT, John	4	4	2	DOYLE, Judith A	4	2
8	BATCHELOR, Clara C	4	4	5	DRISCOLL, Margaret	4	0
6	BELL, Dorothy C	4	4	15	ELCOCK, Walter E	4	4
13	BENKA, Richard W	4	4	13	ERDMANN, Nancy Hutchinson	4	4
16	BERGER, Eileen Connell	4	4	11	FABIAN, Leslie B	4	4
16	BERGER, Michael	4	4	4	FARLOW, Frank W	4	4
7	BERKOVITZ, Tobe	4	3	7	FEINMAN, Marvin A	4	4
6	BERKOWITZ, Vida K	4	1	9	FEUER, Jeannette	4	4
9	BIRNBAUM, Benjamin	4	4	13	FINE, Jonathan S	4	4
13	BLOTNER, Phyllis S	4	1	16	FIRESTONE, Mary	4	3
3	BOHRS, Harry K	4	4	2	FLOWERS, Arlene	4	4
8	BOLON, Craig	4	4	16	FRAWLEY, Regina M.	4	4
15	BOYER, Burton	4	4	2	FRIEDMAN, Robin	4	4
14	BRADFORD, JR., Standish	4	1	7	FURHO, Sarah	1	1
4	BRICKMAN, Edith R.	4	4	AL	GADSBY, Edward (Sandy)	4	4
13	BROOKS, Deborah G	4	3	9	GARREN, Scott L.	4	2
9	BURSTEIN, Michael	4	4	6	GELLER, Dennis P	4	3
14	CALMAS, Richard	4	3	AL	GELLER, Joseph T	4	4
13	CARONA, Stephanie G	4	2	15	GELLER, Marvin N	4	3
16	CARTER, Peyton	4	4	16	GERTE, Albert	4	4
10	CASS, Marcy C	4	4	7	GILLER-RUBIN, Phyllis D.	4	4
1	CAVELL, Cathleen C	4	4	10	GOLBURGH, Michael	4	4
3	CHASE, Muriel P	4	4	AL	GOLDBERG, Deborah B.	4	4
2	CHIN, Kenneth W.	4	4	12	GOLDBERG, Harriet	4	4
10	CHIPMAN, Abram	4	4	8	GOLDEN, Jack	4	3
3	CHRISTIAN, John L.	4	4	8	GOLDEN, Joyce DesRoches	4	3
1	CLOUSE, Melvin E.	4	4	8	GOLDSTEIN, David-Marc	4	4
12	COHEN, Bruce B	4	4	7	GOLDSTEIN, Elizabeth (Betty)	4	4
2	CONNORS, Patricia A	4	4	5	GONZALEZ, Jay	4	4
				12	GRAND, Jonathan H.	4	4

PRECINCT	NAME	Eligible	Attended	PRECINCT	NAME	Eligible	Attended
2	GRANTER, Ellen Welch	4	1	1	LEBOW, Frederick S.	4	3
5	GROSS, Betsy Shure	4	4	10	LEVINE, Frederick E.	4	4
7	GRUBINGER, Eva M	4	4	10	LEVY, Mark E.	4	4
15	GUZELIAN, Nancy Diane	4	1	2	LIANIDES-CHIN, Barbara A.	4	4
1	HALL, Ferris M	4	4	13	vonLICHTENBERG, Sandra M	4	4
14	HALL, John L	4	3	1	LIEFF, Karen D.	4	4
15	HARDING, L Branch IV	4	4	11	LINDQUIST, Gwentyth Pritchard	4	1
4	HARRINGTON, Kevin	4	4	4	LINN, Susan E	4	2
5	HARRIS, Mary J	4	4	2	LISS, Lisa E	4	4
14	HEFFERNAN, Dorothy M	3	0	16	LITALIEN, Paul J	4	4
9	HEIST, Marcia M	4	3	14	LODISH, Pamela	4	4
8	HELLER, Nancy S	4	4	13	LOHE, Werner	4	4
10	HENRY, Wendy B.	4	4	8	LUBBER, Mindy S	4	2
5	HERTZMARK, Joan	4	4	11	MACDONALD, Bradley A.	4	4
4	HEYWOOD, Sarah A	4	3	5	MACDOUGALL, Sarah Sally	4	4
11	HINDS, Isabella	4	3	2	MANNION, Leah J.	4	4
8	HOFELLER, Edward D.	4	4	12	MARGOLIS, Harry S.	4	4
15	HOLT, Dorothy	4	3	2	MASON, Judith E.	4	4
6	HOMER, Charles J	4	3	13	MAYNARD, J. Michael	4	4
11	HOMER, Joanne P	4	4	12	MCAVOY, Maura M.	4	4
13	HOY, Francis Charlton	4	4	3	MCNALLY, Rita K.	4	1
AL	HOY, Gilbert R	4	4	7	MELLETT, Elizabeth M.	4	4
14	HRESKO, Philip	4	2	7	MERMELL, Jesse Renee	4	4
6	HUMPHREY, Systke V	4	4	14	MERRILL, Chou Chou	4	3
8	JACOBSON, Kenneth D	4	4	14	MERRILL, Michael W.	4	4
14	JOHNSON, Mary	4	0	12	MEYERS, Judy	4	4
3	JONES, Gary D.	4	4	5	MICHAELS, Faith	4	4
9	JOZWICKI, Barr A	4	4	3	MILLER, Renee	4	3
9	JOZWICKI, Joyce	4	4	16	MITCHELL, Jay	4	4
11	KAHAN, David	4	4	14	MITTEL, Shaari S	4	4
11	KAHAN, Ruth Leah	4	4	13	MODIGLIANI, Sergio	4	3
15	KAHN, Janice S.	4	4	1	MORSE, Stephen R	4	4
AL	KALIKOW, Donna R	4	4	4	MULHANE, John T	4	4
1	KANES, Stephen R.	4	4	16	MURPHY, Robert W.	4	4
8	KARON, Jonathan A.	4	4	15	NANGLE, Richard	4	4
8	KARON, Melissa Daley	4	3	7	NOVICK, Emily	4	4
7	KATZ, Estelle	4	3	6	O'DONNELL, Kerry	4	4
8	KATZ, Karen L.	4	4	5	O'LEARY, Phyllis R	4	4
7	KATZ, Paul M	4	4	5	OLINS, Andrew M	4	4
7	KATZ, Pauline Ponnice	4	4	6	PARKER, Gerald	4	2
16	KOOCHER, Gerald P	4	3	10	PARKS, Carolyn DeVore	4	2
4	LACKER, Stephen J	4	4	9	POWELL, William B.	4	4
9	LANG, Kevin E	4	4	16	PRATT, Hezekiah	4	2
13	LANNIK, Susana	4	3	9	RABINOVITZ, Stanley N	4	2
6	LAPLANTE, Virginia W	4	4	9	RADLO, Shirley	4	4
1	LAWRENCE, Sandra B	4	2	3	RAEMER, Daniel	4	3

PRECINCT	NAME	Eligible	Attended
15	RANDOLPH, Barbara	4	4
6	REED, Thomas A.	4	3
2	RICHMOND, Edward L	4	4
14	RILEY, John W	4	4
14	RILEY, William J	4	4
1	ROBBINS, Michael	4	4
2	ROBINSON, Dann	4	4
4	ROBINSON, Joseph E	4	4
4	ROBINSON, Thomas C	4	4
8	ROLL, Evelyn Ayash	4	3
10	RONEN, Naomi	4	1
10	ROSENBAUM, Bernice	4	4
9	ROSENTHAL, Martin R	4	4
10	ROSS, A. Joseph	4	4
15	RUDMAN, Deborah D	4	4
12	RYACK, Phyllis G.	4	4
7	SABLE, Sloan K	4	4
3	SANDERS, Anne M.	4	0
1	SCHEMMER, John A	4	3
12	SCHLESINGER, James W	4	4
12	SCHLESINGER, Laura B	4	4
13	SCHNOOR, Roberta K.	4	4
10	SCORZIELLO, Louis J	4	2
8	SCOTTO, Barbara C	4	4
11	SEGAN, Richard	4	4
16	SELIB, Michael S.	4	4
13	SENECAL, Barbara M	4	4
16	SHAEVEL, William	4	4
6	SHAW, Maxine Denyse	4	4
1	SHAW, Parkman	4	3
9	SHER, Michael S.	4	4
11	SHIELD, Joel D	4	4
4	SIEGEL, Marjorie	4	1
AL	SMIZIK, Frank Israel	4	4
6	SPERBER, Robert I.	4	3
2	SPIEGEL, Diana Lees	4	4
8	SPIEGEL, Samuel	4	4
2	SPIEGEL, Stanley L	4	4
14	SPUNT, Shepard A	4	4
16	STERN, Dori	4	3
11	STRINGHAM, Jean G	4	4
3	SULLIVAN, Joanne M.	4	3
16	SWARTZ, Helen L	4	4
16	SWARTZ, Max	4	4
7	SWARTZ, Sally	3	3
10	SYDNEY, Ronny M	4	4

PRECINCT	NAME	Eligible	Attended
11	TOLKOFF, Josh	4	2
3	TRACHIENBERG, Myra R	4	4
4	TRIETSCH, David M	4	4
13	VANSCOYOC, John R	4	4
4	VOLK, Robert	4	4
3	WADLEIGH, Jonathan M	4	4
2	WARD, Dorothy M	4	3
AL	WARD, Patrick J.	4	4
6	WARREN, Harry B	4	4
11	WAX, Robert M	4	4
11	WAYNE, Stanley	4	4
10	WEINBERG, Schey	4	4
1	WEITER, John J.	4	4
12	WEITZMAN, Donald	4	4
11	WENC, Karen	4	3
14	WHITNEY, Victoria M	4	4
1	WILLIAMS, Susan H	4	4
5	WISHINSKY, Neil A	4	4
1	ZELNICK, Pamela	4	4
7	ZISKEND, Seymour A	4	4
TOTALS		991	871

RESOLUTIONS PASSED IN 2001

1. Cell Phones -

VOTED: That the Town adopt the following resolution and authorize the Board of Selectmen to forward a certified copy to each member of the Great and General Court, Acting Governor, Attorney General, Executive Office of Public Safety, and to each Board of Selectmen and Mayor of all cities and towns with in the Commonwealth of Massachusetts:

WHEREAS, the use of hand held cell phones by the operators of motor vehicles (except for the operators of emergency vehicles), while operating their vehicles on the streets and highways of the Commonwealth, has created and continues to create profound safety problems that include loss of life, personal injury and property damage;

WHEREAS, the Attorney General has ruled that a city or town can not adopt by-laws ordinances that prohibit such use of cell phones and similar communications devices;

NOW, THEREFORE, THE TOWN OF BROOKLINE RESPECTFULLY REQUEST THAT THE GREAT AND GENERAL COURT ENACT STATEWIDE LEGISLATION THAT BANS THE USE OF HAND HELD CELL PHONES BY THE OPERATORS OF MOTOR VEHICLES WHILE OPERATING A MOTOR VEHICLE ON THE STREETS AND HIGHWAYS IN THE COMMONWEALTH, EXCEPTING ONLY THE OPERATORS OF EMERGENCY VEHICLES FROM SUCH REGULATION.

2. St. Aidan's -

Whereas the St. Aidan's Church, located at 158 Pleasant Street, is of great historical significance to the Town of Brookline, having been the church attended by the family of the late President John F. Kennedy when the family lived on Beals Street and later on Abbottsford Road, the church where John F. Kennedy and five of his brothers and sisters were baptized,

And whereas the St. Aidan's Church is no longer used as a parish church by the Archdiocese of Boston and faces an uncertain future,

And whereas the Town, through its by-laws, has established the Brookline Preservation Commission to promote the educational, cultural, physical, economic and general welfare of the public through the preservation and protection of the historical assets of Brookline, including buildings, sites and districts of historical and architectural interest; through the maintenance of such landmarks of the history of Brookline, the Commonwealth and the

Nation, and through the development of appropriate uses and settings for such buildings and places, Now, therefore, the Town calls on the Brookline Preservation Commission, acting under Article 5.6 of the By-laws of the Town and under Chapter 40C of the General Laws, to conduct an investigation and public hearing for designating the St. Aidan's Church property, shown in the Atlas of the Town as Block 27, Lots 1-3 and 56, or any portion thereof or structures or portions of structures thereon, as an historic district in the Town of Brookline,

And, furthermore, the Town calls on the Brookline Preservation Commission to submit a report on its findings, together with proposed actions, if any, to the next Special or Annual Town Meeting held after July 31, 2001.

3. Death Penalty –

WHEREAS, there is increasing alarm about the inevitability of executing innocent persons in the U.S.A., with (as of March 1, 2001) 95 inmates exonerated after being sent to Death Row since the death penalty's 1976 reinstatement – often by sheer luck, proving that the justice system does not work well enough to execute people; in Illinois, 13 such inmates were freed since 1977, more than the 12 executed there; and

WHEREAS, the death penalty has always been imposed in an arbitrary, and particularly, a discriminatory manner in the U.S.A.; and

WHEREAS, habeas corpus and other avenues of judicial review have been substantially curtailed by legislation and judicial rulings; and

WHEREAS, some US jurisdictions even have the death penalty for people who have mental impairments and/or were under the age of 18 at the time of their offenses; and

WHEREAS, several recent Supreme Court Justices – Brennan, Marshall, Powell, and Blackmun – have expressed serious doubts about death penalty ever being imposed fairly and justly, with Justice Powell saying that his greatest regret was voting to uphold its constitutionality, and Justice Blackmun stating in dissent, "the death penalty experiment has failed"; and

WHEREAS, the death penalty is the costliest punishment, and diverts major resources from real crime prevention measures, including police departments, better education, and increasing employment; and

WHEREAS, the death penalty does not deter more than our current mandatory penalty of life imprisonment without parole; instead, it brutalizes

society by espousing the legitimacy of lethal vengeance; and

WHEREAS, most democracies, most of our international allies, and most leading religious denominations have all concluded that the death penalty is an immoral perpetuation of a culture and a cycle of violence; and

WHEREAS, the American Bar Association, calling it "a haphazard maze of unfair practices with no internal consistency," has issued a welcome call for an execution moratorium until procedures are devised to "ensure" fair administration and to "minimize" the risk of executing the innocent; but in fact such procedures and assurances are impossible to achieve for a justice system administered by fallible human beings; and

WHEREAS, throughout the U.S.A., uneasiness grows with the death penalty, as evidenced by the growing number of opponents, last year's New Hampshire votes to abolish it, and Illinois' current moratorium,

NOW, THEREFORE, BE IT RESOLVED, that Brookline's representative Town Meeting urges:

(1) Brookline's citizens and elected officials to join it in hereby strongly condemning the death penalty and in calling for the immediate and permanent end to executions – in the U.S.A. and worldwide; and

(2) support, as interim measures, for death penalty moratoria and for legislation like the "National Death Penalty Moratorium Act" [by Sen. Feingold (WI)] and the "Innocence Protection Act," [Sen. Leahy (Vt.) and, inter alia, Rep. Delahunt (MA)]; and

(3) elected and appointed officials of the Town, the Commonwealth, all state and local governments, the government of the United States, and governments worldwide to do everything in their power, and work with death penalty opponents, to end executions as a form of punishment; and

(4) that copies of this Resolution shall be forwarded to death penalty abolition leaders, the Governor, our state representatives, our representatives in Congress, and President Bush.

4. School Bus Safety -

WHEREAS, there have been and continue to occur serious traffic accidents involving school buses and buses used for transporting students to school-sponsored activities which have brought about severe injury or death in school children due to failures to meet basic safety precautions on such buses,

WHEREAS no school buses, in particular, are required by law to provide three-point lap and shoulder restraint systems with retracting seat belts as is standard in automobiles of recent manufacture,

And WHEREAS the Town of Brookline has never hesitated to lead in matters of public safety and especially the safety of its school children,

NOW THEREFORE BE IT RESOLVED

THAT THE TOWN OF BROOKLINE call upon the Great and General Court of the Commonwealth of Massachusetts to adopt legislation requiring that all school buses and all buses for hire used for the purpose of transporting school children provide a three-point lap and shoulder restraint system with retracting seat belts in precisely the wording and manner set out specifically in House Bill No. 1084, now designated House Bill 4241, as offered by Timothy J. Toomey, Jr., of Cambridge (attached herewith) with one exception, that the date mentioned will in all cases read "July first, two thousand and three" and not "July first, two thousand and five,"

AND FURTHER, that the Town of Brookline call upon its representatives in matters of the transportation of school children (whether the Brookline School Committee, its designated administrators, or a special task force appointed by the School Committee including parents, citizens, Selectmen, consultants or others) to research, negotiate, and arrange compliance with the provisions of the aforementioned House Bill (with the exception that the date mentioned in all regards be "July first, two thousand and three") for the children of Brookline.

**SUMMARY OF RESOLUTIONS ADOPTED BY TOWN MEETING REQUIRING ACTION BY THE
SELECTMEN OR TOWN DEPARTMENTS**

TOWN MEETING	ARTICLE NUMBER	SUMMARY	ACTIONS TAKEN
May, 2001 Annual	20	Calls on the Great and General Court to support statewide legislation banning the use of cellular telephones while operating a motor vehicle.	Copies of the Resolution were sent to each member of the Great and General Court, the Governor, the Attorney General, the Executive Office of Public Safety, and to each Board of Selectmen and Mayor of all cities and towns in within the Commonwealth.
May, 2001 Annual	22	Calls on the Town's Preservation Commission to conduct an investigation into the designation of the St. Aidan's Church property as an historic district.	The Preservation Commission conducted its investigation and made its recommendation for the establishment of a St. Aidan's Historic District.
May, 2001 Annual	23	Supports the abolition of the death penalty and the passage of the Innocence Protection Act.	Copies of the Resolution were sent to death penalty abolition leaders, the Governor, the Town's legislative delegation, the Town's Federal representatives, and the President of the United States.
November, 2001 Special	16	<p>Calls on the Great and General Court to adopt legislation requiring all school buses used for transporting school children provide a three-point lap and shoulder restraint system with retracting seat belts by July 1, 2003.</p> <p>Also, calls upon the Town's representatives in matters of the transportation of school children to research, negotiate, and arrange compliance with the above-mentioned provisions.</p>	Copies of the Resolution were sent to each member of Brookline's legislative delegation asking that it be brought to the attention of the Ways and Means Committee and other appropriate legislative bodies and officials.



2001 Annual Town Meeting

GENERAL GOVERNMENT

TOWN CLERK

On Tuesday, May 8, 2001, the Annual Town Election was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 3,963 of the 35,603 eligible registered voters in the Town, or 11.13%, participated in this local election. The Annual Town Election marked the first time the Town of Brookline used their new Accuvote Optical Scan Voting Machines.

Town Meeting Members convened for the Annual Town Meeting held at Brookline High School's Roberts-Dubbs Auditorium at 7:20 P.M., on Tuesday, May 22, 2001. The meeting was adjourned to Wednesday, May 23, 2001 and dissolved on Thursday, May 24, 2001 at 9:45 P.M. in order to complete the business of the twenty-six article warrant. Significant actions taken at the meeting were the FY2002 total expenditures of \$159,307,710 for the Town, including:

- an appropriation of \$800,000 for improvements to Soule Recreation Center;
- an appropriation of \$1,353,000 for Pierce School improvements; an appropriation of \$6,000,000 for the construction and lining of sewers;
- an appropriation of \$2,840,000 for the construction and reconstruction of Putterham Meadows Golf Course; and
- an appropriation of \$16,140,000 for the construction and reconstruction of Lawrence School and Longwood Park.

Other actions taken at this meeting included:

- the rescission of public safety debt in the amount of \$3,727,500 from a bond authorization taken under Article 2B of the November 14, 2000 Town Meeting;
- the rescission of water main debt in the amount of \$3,213 from a bond authorization taken under Article 6, Item 88 of the May 25, 1999 Town Meeting;
- an acceptance of the provisions of Chapter 411 of the Acts of 2000 allowing automatic "Pop-Up" for eligible members of the Non-Contributory Retirement System on the same basis as those in the Contributory Retirement System;
- a Zoning By-Law change clarifying the definition of family;
- a general by-law change requiring the Board of Selectmen to list prior Resolutions that were passed by Town Meeting in the Selectmen's Report and to summarize their action clauses and the actions and results taken for each in the prior year;

- a Zoning By-Law change designed to insure maximum pedestrian and vehicular safety for exit and entrance drives for off-street parking facilities;
- an authorization by the Town to petition the General Court to allow the Town of Brookline to lease town-owned property for 25 years;
- an authorization by the Town to petition the General Court to amend Chapter 66 of the Acts of 1998 that established a liability insurance fund in the Town of Brookline;
- an authorization by the Town to petition the General Court for increases in local parking violations;
- a resolution urging the General Court to ban the use of handheld cell phones by operators of motor vehicles;
- a resolution urging the Brookline Preservation Commission to conduct an investigation and public hearing for designating St. Aidan's Church property as an historic district; and
- a resolution urging the Town's citizens and elected officials to support the abolition of the death penalty and to support the National Death Penalty Moratorium Act and the Innocence Protection Act.

Town Clerk Patrick Joseph Ward asked for a moment of silence after reading the roll call of Town Meeting Members who had died since the Last Annual Meeting:

Honor Roll

Barry Bransfield
Luster T. Delany

On Tuesday, November 13, 2001, a Special Town Meeting was convened at 7:15 P.M. and dissolved at 10:10 P.M. in order to complete the business of the 17 article warrant. Significant actions taken at this meeting included:

- the authorization for the Board of Selectmen to file preapplications and applications for Community Development Block Grant Funds in the amount \$1,905,000;
- an authorization for the Town to name the School Committee Room in the Town Hall the "James F. Walsh Meeting Room";
- an authorization to name the Boylston Street Footbridge in memory of Korean War Veteran William F. Kelly;
- an authorization for the Town to commemorate a pole, located at the entrance of the Water

and Sewer Garage, in memory of Larry F. Doheny;

- a Zoning By-Law creating a Floodplain Overlay District;
- a general by-law known as the "Living Wage By-Law"; and
- a resolution regarding school bus safety.

Town Clerk Patrick Joseph Ward asked for a moment of silence after reading the roll call of friends and neighbors who perished in the terrorist bombings of the World Trade Center Towers in New York City on September 11th:

Honor Roll

Christine Barbuto
Kelly Booms
John Cahill
Manuel Delvalle
Gerard Dewan
Karleton D. B. Fyfe
Lisa Fenn Gordenstein
Daniel M. Lewin

The Town Clerk's office recorded 622 births in the Town for 2001, pending final results from the City of Boston, an increase of 37 births from the previous year. The office also recorded 491 deaths, pending final results from the City of Boston, an increase of 65 deaths from the previous year. Lastly, there were 443 marriage intentions filed and 434 marriages recorded, pending final results, a decrease of 41 intentions and 28 marriages from the previous year.

2001 Revenues

Conservation Licenses	\$ 896.50
Gasoline Permits	1,700.00
Marriage Licenses	11,000.00
Dog Licenses	15,820.00
Board of Appeals	12,150.00
Commercial Code Filings	5,182.60
Certified Copies	28,104.00
Business Certificates	9,420.00
Civil Fines	14,550.00
Passports	6,345.00
Miscellaneous	1,904.30

Conservation Licenses

Fish and Game Licenses Issued	16,030.50
Fees paid to the Commonwealth	15,721.00
Fees Paid to the Treasurer	896.50

The Town Clerk's Website
www.townofbrooklinemass.com continues the office's efforts in providing the Town's residents with information 24 hours a day, 7 days a week.

Registrars of Voters

The Town Clerk serves as an Ex Officio member of the Board of Registrars of Voters. In 2001 the Board of Registrars of Voters implemented and supervised the registration of voters for the May 8, 2001 Annual Town Election. The Registrars recorded 2,578 active registered voters, processed 1,912 inactive registered voters, and amended 3,216 affidavits of voter registration for changes of party and address. The registrars also processed 190 absentee ballot applications. The 2001 street list population was 57,469, of which 34,072 were registered voters.

Political Parties and Designations

Democrat	15,826
Unenrolled	14,592
Republican	3,493
Libertarian	96
Massachusetts Green Party	25
Green Party USA	19
Reform	8
Socialist	5
Rainbow Coalition	5
Natural Law Party	1
Interdependent Third Party	1
Conservative	1

Town Counsel

Town Counsel's Office provides a full range of legal services to all Town officials, departments, boards, commissions, and employees who are acting within the scope of their employment. Currently, the office is staffed with four attorneys, a senior paralegal/secretary, a junior paralegal/secretary, and a part-time paralegal/consultant.

Since the Town is selfinsured, the attorneys in this office litigate all cases that are brought against the Town, and on behalf of the Town, in the State and Federal Court systems. They defend the Town in matters involving complex issues such as civil rights claims, breach of contract actions, tort claims, special education appeals, and appeals of decisions by the Zoning Board of Appeals (ZBA). The office also represents the Town in all trial courts and in the United States Circuit Court of Appeals, the Massachusetts Supreme Judicial Court, and the Appeals Court.

The office provides the Town with representation at administrative hearings and appeals before state and federal agencies, including the Massachusetts Commission Against Discrimination (MCAD), Equal Employment Opportunity Commission (EEOC), Civil Service Commission, Industrial Accident Board (IAB), Appellate Tax Board (ATB), and the Department of Education (DOE). The Office continues to convene G.L. c.41 Medical Panels to review and process requests for reimbursement of medical expenses submitted by disabled retired firefighters and police officers.

The office deals with the public on a daily basis in a variety of matters including claims that allege personal injury and/or property damage. Through the Police Department Liaison assigned to the Office, monies are recovered from insurance companies for damage to Town-owned property. The office also pursues tax foreclosure proceedings in the Land Court on tax-delinquent properties. Proofs of Claims are regularly filed at the United States Bankruptcy Court so that any outstanding debt owed to the Town is protected.

The Office gives legal advice to Department Heads, Town officials, and employees on a daily basis and provides opinions and support service for the Town's operating departments in matters such as contract drafting, personnel matters, public records requests, and subpoenas. Town Counsel actively participates in the

Town's legislative functions, including assisting in the preparation of warrant articles to be presented to Town Meeting and the drafting of notices and votes for the Town's boards and commissions. Town Counsel and the Senior Paralegal review the Town By-Laws and all amendments proposed to these By-Laws.

Town Counsel, his associates, and staff appreciate the opportunity to serve the Town of Brookline and look forward to the challenges of the coming year. Please visit us on-line at www.townofbrooklinemass.com, where you will find the Town's By-Laws and legal resources.

Human Resources

The first year of the New Millennium was another year of transition for the Human Resources Board and the Human Resources Department. Early in the Spring of 2001, long time Personnel Director Gerry Hayes retired. Gerry's judgment, depth of experience, and commitment to professionalism have been a tremendous asset to our Board, the Department, and to all of Town government and the residents of the community. His professionalism raised the standards for our own Department and for the field of municipal human resources management in the Commonwealth. Gerry will be missed; however, his contributions are permanently established within the core of the Town's personnel structure and policies.

The Human Resources Board was actively involved in the search process for a new Human Resources Director. The search brought forward a vital and talented young man, John Dunlap, who quickly proved

to be up to the task of leading the reorganization of the Town's Human Resources Department to its redefined and broader human resources mission.



Human Resources Board

Collective Bargaining is now being handled with a team approach, consisting of the Human Resources Director, Labor Counsel, and the Department Head

most directly involved with the contract that is being negotiated. At year-end, the Collective Bargaining Team was preparing for negotiations with all Town Unions, all of whose contracts expire on June 30, 2002. While the Human Resources Board is no longer directly involved in collective bargaining, the Board remains actively involved in contract administration, an equally important part of labor relations.

The Board serves as the second level grievance hearing board for all town contracts. During 2001, the Board held numerous hearings on grievances. The Board's priority during the grievance process is to ensure that both labor and management have a full and fair opportunity to make their cases regarding grievances. Our citizen Board assures an objective process that serves all parties, as well as the community at large.

This past year, the Board spent the majority of its time dealing with issues pertaining to the Town's classification and compensation plan. The Human Resources Department, working with a consultant, and in consultation with our Board, completed a revised classification and pay plan for the entire clerical workforce. At the conclusion of the study, the Human Resources Board voted to adopt the plan. The Board provided each employee in the clerical workforce with the opportunity to appeal his/her position classification. The hearings our Board held with employees and their Department Heads resulted in a limited number of changes in the consultant's recommended pay plan. In addition to the clerical study, the Board met with a number of Department Heads to discuss organizational changes within their departments and to evaluate if any changes in classifications were necessary. Going forward, the Board sees the area of classification and compensation as one of the areas in which we will be spending an increasing amount of time.

No longer responsible for the extremely time consuming collective bargaining process, the Human Resources Board has delved into a number of other areas where we believed we could add value. For example, the Board believed that the recommendations developed by the Moderator's

Committee on the Living Wage could be somewhat more responsive to the issues defined by the proponents. The Board intervened to suggest improvements in the proposed by-law. The Committee accepted our proposal, which built on the Committee's work with minor modifications, leading to a compromise proposal. The Advisory Committee and the Selectmen recommended adoption of the compromise solution, and the by-law went on to be approved by Town Meeting. The Town of Brookline, with a strong history of providing competitive wages and benefits, now provides the additional protection of a living wage to our employees.

A key component of the Human Resources Board's duties is to remain informed and involved in any significant changes within the Human Resources Department. The major organization change that occurred in the Department this year was the decision to outsource occupational health services. The Town had employed the services of a full-time nurse and a part-time physician to staff an occupational health clinic in the basement of the Health Building. After reviewing different types of occupational health service delivery methods, the Human Resources Director, in consultation with the Board, made a decision to outsource this function. The Town then entered into a contract with the New England Baptist Hospital to provide occupational health services. The New England Baptist is a regionally recognized leader in occupational health and is in the strongest position to provide Brookline employees with the best possible occupational health services. Included in this contract are the services of an on-site Nurse Case Manager, whose services resulted in a smooth transition from internal to outsourced occupational health.

The Human Resources Board will continue to work with the Human Resources Director to review the many facets of the Town's HR programs in order to ensure that we can successfully achieve the mission of the Department.

PUBLIC SAFETY

Police Department

The Police Department, under the direction of Chief Daniel C. O'Leary, established a large set of goals to accomplish during 2001. Upon review, a great deal was accomplished and a foundation was laid that will assist the Department in meeting the many challenges it now faces in the new century.

Shortly after the attacks on America on September 11, 2001, a group of Department Heads convened the initial meeting of the Town of Brookline's Emergency Management Team. This team is comprised of the Town's department heads. Simultaneously, a team of four police officers was assigned by the Chief of Police to provide support and assistance to the Emergency Management Team and to follow through on requests from them. Since September 11, 2001 the police team has worked full-time on reviewing current emergency plans, identifying areas that need improvement, identifying potential targets, reviewing building layouts, and, where necessary, making recommendations for adoption by the Town. This also resulted in all officers receiving In-service Training in the handling of Anthrax and other Hazardous Materials, and in the issuance and distribution of Special Orders and Informational Bulletins, as needed.

We view our personnel as the most important asset of the Brookline Police Department. Consistent with this, the Department moved to a temporary headquarters at 194 Boylston Street, while the renovation and reconstruction of our new public safety facility was taking place. The new Public Safety Facility now houses both fire and police headquarters. Furthermore, fire, police, and ambulance dispatching services are all combined in this one location using new civilian dispatchers. This building also contains substantial security improvements and is more-user-friendly. A joint fire and police training center provides some of the most advanced technologies available. The new station will include a state-of-the-art fitness center for all employees, which will provide for the training and fitness needs of all of our public safety employees.

Through their outstanding performance, officers consistently demonstrated their commitment to providing the highest quality of police service to the public. This significantly enhanced our departmental effort to improve the quality of life within our community. Through their expertise, officers continued to build partnerships with citizens in order to improve personal safety, protect individual rights and property, and promote individual responsibility, as well as community commitment.

One new way that we are reaching out to the community is through our Web Site, www.brooklinepolice.com. In addition to the seven major sections that can be explored on our web site upon entering, there exists a News Section, Crime Updates, a Most Wanted Section, a Moving Violation List, and a Police Advisory Section.

Another area where technology is being used to enhance the Department is crime analysis. The Department is committed to reducing crime through the use of Community Policing Problem Solving techniques. By using crime analysis technology, we more efficiently and effectively assign patrol officers to locations where their service is most needed.

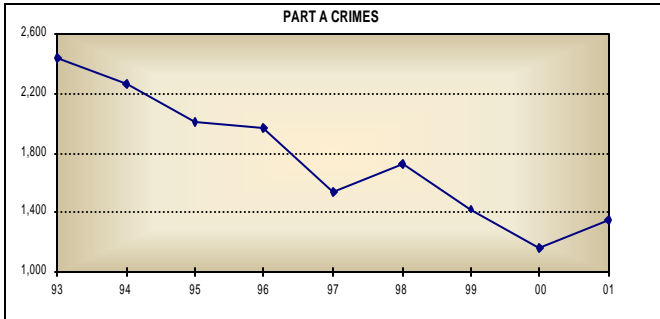


Recent Recruit Officers

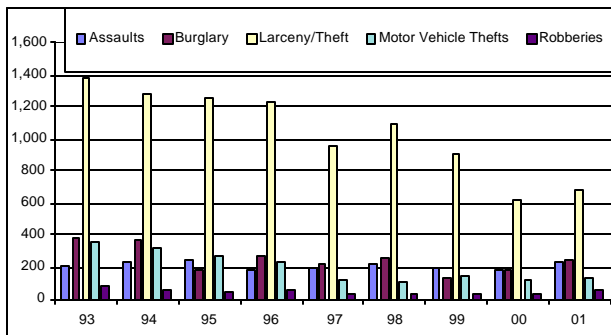
The six recruit officers that were hired last year have graduated from the Police Academy and are now assigned to the Department's Patrol Division. Through the Field Training Officer (FTO) Program, they will gain the necessary experience that will allow them to integrate into our highly skilled professional police force. However, due to the retirement of nine officers during the past year, our staffing needs are again depleted and we will have to hire new recruits to replace these officers in the Spring of 2002. This is a continual problem all police departments face. Replacement hiring and training takes approximately one year. It has been our experience that as soon as we hire and complete the training of officers, other officers have retired and it is necessary for us to start the process all over again.

From 1992 through the year 2000, through the use of greater efficiency and effectiveness in utilizing our resources, we were able to maintain a continuous downward movement in our crime rate. However, in 2001, despite our continuing delivery of high-level

police services, our Part A crime rate rose for the first time in nine years (see chart below).



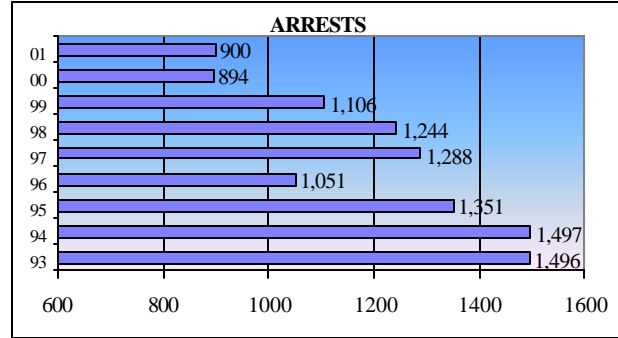
This increase in crime in 2001 is part of a national trend, not just a local phenomenon. Some pundits believe that the downward spiral of the economy has helped precipitate the crime increase. Other experts believe that the early release of dangerous criminals who immediately return to a life of crime is partially responsible for the increase in crime. Recidivism is unquestionably a factor in the increased crime rate, both nationally and locally. For example, here in Brookline in 2001, a recently released prisoner who moved here from Florida was arrested after committing a series of home invasions. In a second case, another recently released prisoner committed a series of multiple balcony burglaries, before again being arrested. It is well known that 10% of criminals are doing about 80% of the crime. This information is a good reminder of how important it is to target these career criminals, which we are already doing.



Part A Crimes, which are reported to the Federal Bureau of Investigation each year are defined as criminal homicide, rape, robbery, assault, burglary, larceny, and motor vehicle theft. During this period, the Department had an additional 21 robberies, 52 burglaries, 4 rapes and 37 assaults. Larceny/Theft, our largest category of crime, only increased by 58, and there was only an additional 16 Motor vehicle thefts. In 2001, we had an overall increase of 188 Part A crimes; however, our total Part A crime clearance rate was 38.5%, which is notably efficient when compared to the national rate.

During the year, our officers arrested 900 persons for a variety of offenses, a number that is slightly higher than

2000. In 2001, our dispatch facility processed 40,011 calls for service 1.9% less than last year.



To assist us in accomplishing our mission, we have joined the Massachusetts Accreditation Commission, with the eventual goal of being accredited. The Commission is currently looking at over 250 standards proposed by the Massachusetts Police Accreditation Coalition, to be able to issue a set of professional standards for all Public Safety Departments. To ensure the carrying out of our departmental mission, we intend to adopt the high professional police standards being developed by the M.A.C. Toward this end, the Brookline Police Department is currently reviewing all of its policies and procedures as well as its departmental rules and regulations. We expect to request the Massachusetts Accreditation Commission to conduct a preliminary on-site assessment in the near future, with a full inspection to be conducted within a reasonable time thereafter.

During the past year we obtained \$255,145 in Federal and State grant monies. When combined with the \$851,000 from 1998, the \$482,871 from 1999, and the \$256,763 from 2000, in the past four years Brookline has received \$1,845,779 in Federal and State aid. These monies have helped finance a number of departmental programs and equipment such as:

- Federal Local Law Enforcement Block Grant Program
- Community Policing
- D.A.R.E.
- State and Federal Domestic Violence Programs
- Federal School-Based Partnership Sexual Assault Program and Substance Abuse Program
- Pocket Cop System for handheld Palm Pilots
- New bulletproof vests for all Brookline Police Officers
- New Windows-based NT computer system which replaced the obsolete 10-year old Wang system
- Digital Mug-shot and Booking System, which includes an Interface with the Arrest System
- Digital Darkroom, which eliminated the need for film photography and allows electronic

transmission of photographs, reports, and fingerprints to other Criminal Justice agencies.

- Superior Officer Training in Changing the Organizational Culture of our Department
- In-Car video camera system
- Power Point presentation system
- Problem Solving software and hardware
- New Parking Ticket system
- Evidence Tracking system
- Detective Case Management system
- Detail Assignment and Billing system
- Field Interview system
- Restraining Order Tracking system
- Towed Vehicle system
- Incident Management system
- Police Scheduling System
- Rape Aggression Defense (RAD) Program
- New Computer Aided Dispatch system
- Interface of the Live Scan Fingerprint system with the State Database, which allows us to obtain a positive identification of any subject arrested, who is in the Massachusetts or FBI database.

An annual department-wide evaluation was conducted by the Training Division that allowed proper determination of the training needs for all members of the department. Each officer received a minimum of 48 hours of In-Service Training this year in the following core areas: CPR/First aid, day and night firearms, lethal force decision making (through the use of a Firearms Automated Simulator), use of force and defensive tactics, use of the new CAD System, identification of community problems and the skills necessary to solve them, suicide prevention, how to use the resources of the statewide mental health system, and proper instruction in the mandatory reporting law on domestic violence.

In the past year, the Department sponsored two Citizen Police Academies that educated 42 citizens from our community. These people were familiarized with all of the operations of our Department. We also continued our High School Citizen Police Academy Program and Senior Citizen Police Academy. Approximately 300 citizens from our community, ages 16 through 90, have graduated from our Brookline Police Citizen Academies, which continue to be a model for other police departments interested in starting similar programs.

Our DARE Program taught the Sixth Grade DARE Curriculum in all of our grammar schools and the DARE High School Curriculum in the Ninth Grade at Brookline High School.

Also, in partnership with the Brookline Probation Department, we have continued the Department's Graffiti Initiative Program. Through this program, individuals whose court probation includes performing

community service are used to remove graffiti from around the Town. These subjects are supervised by police officers on Saturday mornings and after school, while performing their community service.

The Department also collaborated with both schools and social agencies in furthering the prevention of domestic violence through intervention and education. We actively participated with the Brookline Domestic Violence Roundtable on a Domestic Violence Intervention Project, which educates children about this devastating crime.

The Detective Division, through its pro-active Warrant Apprehension System, targeted subjects wanted for Part A crimes in order to significantly reduce recidivism. In the past year, over 100 warrant apprehensions were cleared through this program. The Division also continued to track offenders living or working in Brookline who had recently been released from correctional institutions.



Police Department Car in Flag Day Parade

In partnership with the School Department, we have further developed our School Bus Safety Initiative Program. In this program, our Safety Officer rides school buses in order to observe operation and to correct any present or potential safety problems. The Safety Initiative Program also includes another police officer who, working in conjunction with the Safety Officer, follows along behind the school buses in order to cite any public safety violations.

In all activities within our Department, partnership and crime prevention are extremely important factors. Through the building of partnerships, we have been able to provide a number of community programs and services. This year we partnered with the Anti-Defamation League and we are now one of the few communities in the State certified as a "No Place For Hate Zone."

In cooperation with town business people, the Brookline Health Department, and the Brookline Rotary Club, we operated the Operation Conehead Program, which is designed to encourage the wearing of helmets

by youths when riding bicycles. We also conducted our Fourth Annual Bicycle Rodeo with over 100 participants receiving education in bicycle safety.

Through the promoting of various instructional seminars and meetings, the Community Service Division has expanded our Neighborhood Crime Watch Program. The Domestic Violence Roundtable, which includes 36 different agencies, continued its pro-active activities in assisting victims of crime. The Department continued its half-hour, bi-weekly Brookline Police Access Television call-in-show titled "Blue View." This program discussed many of the major issues facing our Department and the community.

The Community Service Division developed the "Blue Note," an internal newsletter that profiles individual officers and their careers. It also reports important accomplishments and milestones, both personal and professional, and reinforces the morale of the Department through the sharing of information and experiences.

Through the use of discretionary coordination, the Department referred youths to the Diversionary Program, an alternative to the use of court for youths who have no previous record and have committed certain minor offenses. This program had an extremely high success rate, which means that most youths successfully completed the program without recidivism. This partnership program also includes home curfew checks of youths assigned to this program.

Whether it is our D.A.R.E Program, our Walk and Talk Program, or any other activity in the Department, in most cases partnership and crime prevention are important elements in ensuring success. Examples of crime prevention activities include the close monitoring of the sale of alcohol, as well as aggressive follow-up on liquor complaints. In the past year, 71 liquor establishments were inspected and 15 complaints against these establishments were investigated. We

also distributed business crime prevention booklets at community gatherings that advised and educated citizens about crime. We also assigned Operating Under the Influence of Intoxicating Liquor cars on weekends, in order to engage in selective enforcement at both high-accident and high-OUIL arrest locations. Crime prevention and apprehension of offenders obviously is important, but inspectional activities are also essential if we are to continue to maintain the high quality of life within the Town. All school buses and taxicabs were inspected for safety and licensing requirements. A Patrol Lieutenant was assigned to the so called "Ad Hoc Committee" which investigated illegal rooming houses, building, fire, and other code violations in the Town. The inspection of rooming houses (this includes fraternity houses) was continued throughout the year.



Police Marching Band

The Brookline Police Department is dedicated to increasing its Community Policing activities and its service to all people living, working, or visiting in the Town of Brookline. It is the embracing of the previously described Community Policing activities that enables us to prevent and reduce crime and to assist in maintaining the exceptional quality of life throughout the Town.

Fire Department

The Brookline Fire Department is composed of six divisions with a total authorized strength of 168 uniformed and civilian personnel. It provides Fire Suppression, Rescue, Fire Prevention, Safety Education, and Emergency Medical Services to the citizens of and visitors to our community.

Administrative Division

The Administrative Division consists of the Chief of Department, a Captain, an Office Manager, and two Senior Clerk Typists.

Deputy Chief Ron Pucci retired on August 30, 2001 after a 32-year career and having served as a Deputy

Chief since 1983. Superintendent of Fire Alarm Ken Varnum retired on December 31st after 27 years of service, the last seven of which were as Superintendent. Lieutenant Ronald Mackenzie retired on January 31st with almost 41 years of service and Lieutenant Robert Murphy retired on March 31st having served for 36 years. Firefighter Robert Morison retired on January 31st and Firefighter Paul Crump retired on August 31st with 33 years and 35 years service, respectively.

The following members were promoted: Captain Keith Flaherty to Deputy Chief on August 27th; Lieutenant Colin O'Connell to Captain on August 27th; Firefighter James Corbett to Lieutenant on March 5th; Firefighter

Joseph Amendola to Lieutenant on April 16th; and Firefighter Kevin Francis to Lieutenant on August 27th.



New Firefighters

Ten new firefighters were appointed on August 13, 2001 to fill vacancies resulting from retirements in 2000 and early 2001. The new appointees are: David Randolph, John F. McCarthy, Peter Gately, Peter Hopkins, Nerval Ramsey, Scott Carter, James Clinton, Robert Gould, David Heavey, and Robert MacGregor.

The construction of the combined Public Safety Headquarters building proceeded on schedule. Captain Michael O'Reilly has been the Department's liaison to the project and worked closely with the Building Commission, architects, and construction company. Occupancy of the renovated building occurred in April of 2002. Plans have been made for renovations to the lower level of Station 4 to allow for the relocation of the Department's mechanics from Station 1 once the Fire Alarm Division moves back to Headquarters in 2002.



Squad One Truck used to transport the Rescue Boat and Ice Rescue Sleigh

The Emergency Medical report of the Tri-Data Corporation, who was charged with analyzing the Town's existing EMS delivery system, was completed and accepted by the Town in the Spring of 2001. This study came about due to a couple of factors: 1) our existing contract with the ambulance provider was due to expire; 2) the firefighters' union had expressed an interest in the possibility of the Fire Department assuming the ambulance service; and 3) a number of changes were expected on both the national and state level involving the financing and delivery requirements

of emergency medical services. The existing systems, as well as alternatives, were examined and the results were presented to the Town with the estimated cost for each. The result of the study was a decision to continue with the system that was in place using a first responder plan of EMT-trained firefighters with a private contractor providing Advanced Life Support (ALS) and ambulance transport. A new contract with Fallon Ambulance was subsequently negotiated by the Emergency Medical Services Committee and agreed to by the Board of Selectmen.

The closing of the Cypress Street Bridge by the MBTA for reconstruction during the Summer posed the possibility of a delay in ambulance response to the area south of Boylston Street. An agreement was made for the MBTA to fund the cost of a second ambulance for the protection of that portion of the Town for the duration of the project.

A donation to the Department by the Brookline Chamber of Commerce was used to purchase new water and ice rescue equipment, which will be assigned to Stations 1 and 4. The new Thermal Imaging Cameras purchased with a State firefighter safety grant were received and distributed so that each fire station now has one.

The terrorist attacks of September 11th were the defining moment of the year for the nation's public safety community. That an attack occurred was not a surprise, as public safety personnel had recognized the possibilities and had been planning and training across the country since the first World Trade Center attack and the Oklahoma City bombing. "Not if, but when" was the theme repeated at almost any course or seminar that dealt with terrorism. The survey on needs and capability assessment that the Department of Justice conducted last year well before September 11 was designed to see what Brookline and all other communities had for response capability to deal with chemical, biological, or radiological agents. However, no federal funds have been provided at this point to address the additional equipment or training needs identified by the survey.

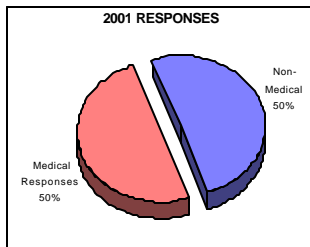
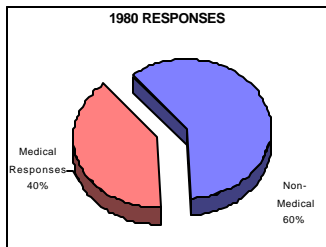
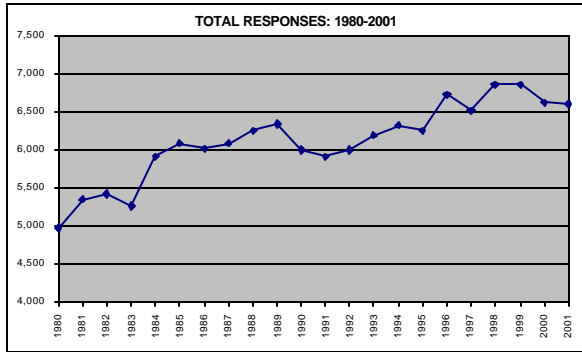
The Town's Emergency Management Team has been meeting since September on almost a weekly basis to analyze local community emergency needs and plans. We have identified the need for protective clothing and equipment to protect the first responders at a scene where these agents might be present and plan to purchase the material by the Spring. An Emergency Management section will be added to the Fire Department Budget in FY2003 to help establish a more formal municipal emergency management capability.

Fire Suppression Division

The Fire Suppression Division composes the largest segment of the Department. It has an authorized

strength of four Deputy Chiefs, seven Captains, 21 Lieutenants, and 120 Firefighters. There are four working groups in five fire stations manning two Ladder Companies, five Engine Companies, and a command vehicle.

There were 6,605 incidents in 2001, a slight decrease from the previous year. Emergency medical services continue to be a large part of the Department's work, with 3,288 (50%) of the responses having a medical incident number assigned to it.



There were 65 incidents classified as building fires or building and content fires, eight of which were serious enough to require additional assistance or a multiple alarm response. The two most serious occurred on January 1 and August 3. On January 1, a four-alarm fire severely damaged a historic attached row house at 364-366 Tappan Street when a clothes dryer fire in the basement ignited the room. An aggressive attack by the first fire companies extinguished the room, but the fire had already extended via the ceiling and walls to the upper floors and attic. On August 3, a three-alarm fire was caused by a lightning strike and resulted in major damage to a building owned by Newbury College at Buckminster Road and Chestnut Hill Ave. The severe storm, which caused the fire, resulted in many incidents throughout the metropolitan area. This tied up emergency equipment that normally would have been available to assist Brookline. Flash flooding of the streets caused additional complications for responding crews. Despite these obstacles, the fire that had made great headway prior to the Department's arrival was contained to the upper floor and roof, saving many valuable and irreplaceable records located in the building. The College expressed its appreciation to the Department in a ceremony held at the site in the Fall. There were several firefighter

injuries, but no civilian injuries or deaths at any of the fires.

Fire Prevention Division

A Deputy Chief, a Lieutenant, and two Firefighter Inspectors staff the Fire Prevention Division. The Division has the responsibility of overseeing the enforcement of Massachusetts Laws and Codes that involve fire safety. They work closely with the Building Department on plan reviews and inspections for all new construction and renovations, which may involve fire protection issues. Members of this Division also do the investigation of all building fires and any fire of undetermined or suspicious origin. All members assigned to the Division take part in continuous training through seminars provided by the State Fire Academy, the Fire Prevention Association of Massachusetts, Massachusetts Chapter of the International Association of Arson Investigators, and the Metro Fire/Arson Investigators Association. One member attends the Annual Juvenile Firesetting Conference to keep abreast of the latest recommendations with dealing with this problem.

The Department was once again the recipient of a state grant under the S.A.F.E. (Student Awareness of Fire Education) Program in 2001. This management of this program has been moved from the Training Division to the Fire Prevention Division where it can be more effectively coordinated. Several members of the Department have attended the required classes to be certified as S.A.F.E. instructors. Fire safety educational programs are then brought into the public schools and given to all of the children in the same grade level throughout the Town.

Additional duties performed by this Division include the quarterly and annual inspections required by local and state regulations for a number of licensed occupancies. This office schedules and coordinates close to 1,000 smoke detector inspections that are conducted each year when a residential property is sold in town.

Training Division

A Deputy Chief, a Captain, and a Lieutenant staff the Training Division. This Division is responsible for initial recruit training and continuing education and training needs of the Department. In addition, this Division, in cooperation with the Maintenance Division, conducts the required testing of hose, ladders, and all apparatus. A recruit class was conducted starting on August 13 for 22 firefighters, comprised of 10 Brookline, 11 Newton, and one Lexington recruit. Extensive training was performed at our training facility and at a number of off-site locations.

We are greatly appreciative for the use of a house that was scheduled to be demolished that allowed the student firefighters to use their new skills in a realistic

environment. All recruits were trained to a minimum of the NFPA Firefighter 1 level. Additional training in MBTA emergencies, gas and electrical utility emergencies, and hazardous material training to the Operations level were also part of the curriculum. Newton Fire Lieutenant John Bourgeois was assigned by Chief Murphy to assist our training staff and was a great asset to the academy.

Following September 11 and the events that followed, the Training Division was immediately placed in the position of examining and revising our existing protocols to deal with Hazardous Substances and Chemical and Biological weapons. Local operating procedures, as well as those from other communities, have been examined to see what changes the Department needs to make to respond to these threats. Equipment and protective gear needs were assessed and plans to obtain the needed gear have started.

Two Emergency Medical Technician (EMT) refresher courses were run with the assistance of Fallon Ambulance Service. Re-certification of all members in Semi-automatic defibrillators also took place.

A grant to complete the training of the remainder of the Department in Hazardous Materials training to the "Operations" level was received the Spring of 2001 and the classes were finished in May. This allowed the remaining half of the Department to complete the training that was begun in 2000 with the receipt of the initial grant. Tragically, the instructors who provided such expert instructions were members of the Fire Department of the City of New York who were killed in the collapse of the World Trade Center on September 11.

Our long time cooperation with the Boston and Newton Fire Departments continues to benefit all agencies. Boston has used our training tower for recruit ladder and rope rescue evolutions while the Newton Fire Department has used our facility on a number of occasions.

Apparatus Maintenance Division

A Motor Equipment Foreman and Motor Equipment Repairman staff the Apparatus Maintenance Division. The repair and servicing of our seven first line pieces of apparatus, various staff and auxiliary vehicles, and reserve equipment is performed at the repair facility located at Fire Station 1. In addition, this Division performs repair of breathing apparatus and small equipment. Underwriters Laboratories tested our two 105' aerial ladder trucks and the 75' aerial on Engine 4 during the Summer. Once again, the value of the testing was proven when a flaw in a weld in a support bracket was discovered on Ladder 2.

The breathing apparatus maintenance and service program continued with the upgrading of facepieces and testing of the regulators and alarm devices so that each firefighter knows that his equipment can be relied on.

A new vehicle known as "Squad 1" was received and placed in service in the Fall. It is an all-wheel drive vehicle designed to carry a rescue boat, ice/water sled, immersion suits, and other emergency equipment. After an extensive planning process, bids were solicited for the purchase of a 1,500 gpm pumper with a 750 gallon tank. Five vendors bid on the vehicle and the contract was awarded to the Sutphen Corporation of Ohio. This receipt of this pumper, which is expected in the Summer of 2002, will allow the removal of a 22 year-old vehicle from first line service. The specifications for the reconstruction of a surplus aerial ladder tractor into a rescue vehicle were also completed and placed out to bid. Middleboro Fire Apparatus of Middleboro, Massachusetts was awarded the bid and delivery of the vehicle is expected in the Spring.



Ice Rescue Sleigh

Fire Alarm and Communications Division

Our Fire Alarm and Communications Division consists of the Superintendent of Fire Alarm who is assisted by a Signal Maintainer. They are responsible for the upkeep of the municipal fire alarm and communication system. As part of the Public Safety Headquarters project, these individuals had to coordinate all of the work for the temporary relocation to ensure that no alarms were missed and any system emergencies were repaired quickly. In addition, above ground and underground cable were installed as part of the relocation project and for several new buildings, all of which was connected to the municipal system. Cable transfers resulting from utility pole replacements and emergency repairs due to knockdowns are also part of the responsibilities of this Division.

During the Fall, the Town's Human Resources Division conducted an application process for the new position of Public Safety Dispatcher. This was followed by an examination and extensive background checks for the

applicants. The successful candidates attended a special 5 ½ week long Public Safety Dispatch academy. As part of the process of creating the unified communications center, effective January 1, 2002, the transfer of the existing fire alarm operators from the Fire Department budget to the Police Department took place. This is one component of the creation of the new public safety dispatcher operation. The intent is to have the new positions replace the old system of Fire

Alarm Operators doing only fire dispatching, Police Officers doing only police dispatching, and 911 call-takers only taking calls. The police officers will be freed for patrol or other duty and the new Dispatch personnel will be trained to be able to handle the call-taking and dispatch duties for either agency.

Building Department

The Building Department's charge is to oversee all construction, alteration, repair, and demolition throughout the Town. The Department reviews and issues permits for construction, repair, remodeling, and demolition, as well as certificates of compliance and occupancy. The Department staff enforces by-laws and regulations related to zoning, building, plumbing, gasfitting, electrical, fire safety, sprinklers, and demolition and performs annual inspection of lodging houses, places of assembly, parking facilities, and common victualler locations prior to their license renewal.

The Department is also responsible for the repair and maintenance and capital improvement program for Town and School buildings. In addition, the Department is responsible for the daily operation of Town Hall, the Health Center Building, and the Public Safety Headquarters.

The Building Department issued 6,257 permits in 2001. There were 32 new buildings built, 52 additions, and 1,634 alterations permits issued in 2001 along with a large number of other permits issued for various other type of building construction, as shown in the table below.

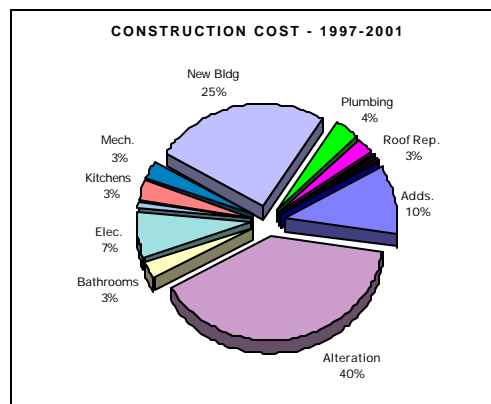
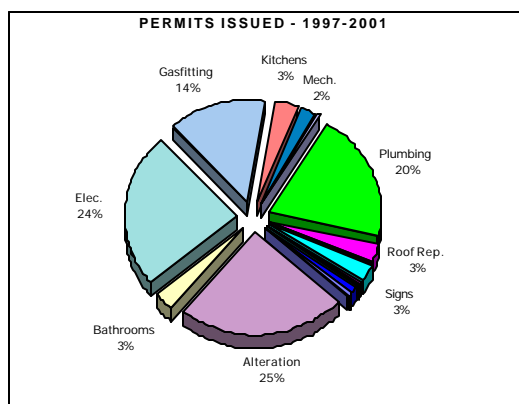
Type of Permit	1997		1998		1999		2000		2001	
	Number	Construction Cost	Number	Construction Cost	Number	Construction Cost	Number	Construction Cost	Number	Construction Cost
Additions	42	17,833,540	54	7,222,331	45	11,397,701	42	6,701,099	52	19,008,851
Alteration	1,197	32,529,048	1,166	26,390,059	1,166	48,923,936	1,891	51,824,598	1,634	68,854,103
Bathrooms	153	1,796,661	178	2,254,986	212	4,918,855	179	3,416,387	191	3,626,613
Electrical	1,203	6,374,699	1,337	6,400,377	1,389	8,061,251	1,671	9,947,607	1,563	8,196,209
Gasfitting	775	888,767	766	770,361	803	1,001,113	867	1,030,758	951	1,257,242
Kitchens	163	3,345,778	202	3,031,140	176	4,151,590	189	3,509,407	173	3,809,100
Mechanical	157	3,699,752	134	2,998,827	133	2,690,964	124	3,170,486	123	3,228,737
New Building	14	15,037,201	38	38,011,739	18	26,406,600	73	29,260,879	32	37,829,191
Plumbing	1,112	4,230,365	1,194	3,134,073	1,160	3,986,300	1,160	4,685,325	1,198	4,129,577
Roof Repair	176	2,328,474	165	2,649,107	109	3,451,116	173	2,952,629	150	2,558,750
Siding	23	143,956	33	338,690	13	200,387	20	280,941	36	632,782
Signs	167	218,550	189	169,314	142	112,742	94	58,540	91	79,700
Sprinkler	46	1,473,197	28	739,760	19	916,800	6	486,750	21	333,550
Swimming Pools	4	83,556	8	303,000	4	153,000	13	329,349	6	447,000
Temporary	6	9,375	6	13,000	2	19,000	76	397,540	5	13,845
Temp. Tents	6	44,217	48	168,433	103	154,464	144	1,134,781	31	138,925
TOTAL	5,244	90,036,636	5,546	94,595,197	5,494	116,545,819	6,722	119,187,076	6,257	154,144,175

OTHER CERTIFICATES ISSUED

	1998	1999	2000	2001
Occupancy Certificate	232	216	324	337
Certificate of Inspection	408	389	398	284
Builders Licenses	235	167	202	155
TOTAL	875	772	924	776

The pie charts below show the percent each of the categories comprise, both in number of permits (left)

and the associated construction cost (right), for the period 1996-2000.



This was another busy year for the Building Department, as evidenced by the following:

- Construction started for the new 188-room hotel on Webster Street.
- The renovation of the Old Town Barn on Kendall and Cypress Streets into both residential and commercial units began.
- Permits for the construction of 14 residential units at 1140 Beacon Street were issued.
- A new 15-unit building at 30 Longwood was completed and occupied.
- Construction started for a six-unit residential building and three Town Houses at 640 Hammond Street.
- A permit was granted to the Dexter School to construct a five-story Educational Facility that includes an Astronomical Observatory.
- Construction started for the renovations and additions to the Public Safety Headquarters at 350 Washington Street.
- Construction started for renovations and an addition to the Main Library on Washington Street.
- Construction started for an eight-unit residential building at 64 Sewall Street.
- A permit was granted for construction of a new 44-unit residential building at 77 Marion Street.
- Construction was started and is near completion for nine units at 11 Longwood Ave.
- Seven townhouses as two separate development projects are near completion at Clyde Larkin Meadowbrook.
- Oversight construction for a new 14-unit residential building at 20 Cameron Street.
- Oversight construction of 21 new residential units at 74 Kent Street.
- Renovations are nearing completion for the conversion of the former State Department of Public Safety building into a Commercial Office Building at 1010 Commonwealth Ave.

The Department's website at townofbrooklinemass.com contains our fee schedule, invitations to bid, downloadable permit forms, and meeting schedule, among other items. Check us out!

Public Buildings

The Public Buildings Division issued approximately 2,500 service orders to various contractors. The support staff provided service to all Town and School buildings, with the Tradesmen assisting with many small to medium projects as well as providing daily routine repair services.

School Repairs

- With the Baker School now occupied for the last year, the Building Department has been working with the General Contractor to repair the remaining outstanding issues. Independently, the Building Department hired a floor contractor to repair and refinish the gym floor. Also, a folding wall was installed in the Music Room to provide more teaching spaces.
- The Baldwin School had a new clock and intercom system installed.
- The Devotion School had many rooms re-carpeted and new aluminum and glass walls installed to create new learning spaces. Additionally, many areas were painted and a new, modern fire alarm system was installed as part of a large improvements program.
- The Driscoll School had some of its CIP plans put on hold, as it was decided to hire an architect to do a thorough feasibility program incorporating all the needs of the building.
- The Heath School Teacher's Room was remodeled and made larger, resulting in a separate workspace away from the quiet, sit down area. While a new front-end intercom system was installed, plans for a new sprinkler system were put

on hold for the Summer. This is because no contractors bid on the project for the Summer; it is scheduled to be re-bid for the Summer of 2002. In many areas, new bulletin boards, white boards, and green chalkboards were installed. Lastly, the Library was re-carpeted and two new dual fuel burners were installed on the boilers.

- For the Lawrence School, the Building Department has been working closely with the School Department and Superintendent on the plans and specifications for the renovation of the building. In the process, the Old Lincoln School will be prepared to accept the staff and students of the Lawrence School.
- The Pierce School had a new Fire Alarm system installed throughout both buildings.
- The Runkle School had many classrooms re-carpeted and painted. Under an NSTAR program, all the lights in the building were replaced for \$50,000, of which only \$10,000 came from the Town.
- The Lynch Recreation Center had two new gas boilers installed along with some new exterior doors. The window replacement project was delayed a year due to planning issues but is scheduled for the Summer of 2002.
- With the High School Renovation Project concluded, not much work has been done to the building other than the upkeep and maintenance of the facility.

Town Buildings

- The Eliot Recreation Building was renovated by a concerted effort of outside contractors and the Town's Tradesmen. The building was made ready for the Recreation Department, as they had to relocate while the Soule Recreation Building began its renovation.
- The Cemetery Maintenance Building had a new roof and cedar shingles installed along with new garage doors. In addition, the building was painted.
- The Water Department had new boilers, pumps, and an energy management system installed. New equipment was installed with modern controls

to better maintain the building's temperature and energy usage.

- New handicap doors were installed on the Health Department and Town Hall buildings to better help with access and security. New furniture was installed at those offices that did not get furniture in the past. A new sound system was installed in the Selectmen's Hearing Room that has the capability of assisted listening devices.
- The Town's Tradesmen and some outside contractors finished the renovation of the house at 27 Ackers Ave, which had been begun by the School Department's Trade Program. The house will be rented out in the Spring.

The Town is still under the existing electrical supply contract with Excelon Energy through March, 2003. Although there has been some billing issues with Exelon, the supply has not been interrupted and the Town is expecting to save more than \$150,000 versus staying with Boston Edison (NStar).



Liberty Band in the Flag Day Parade which is supported by the Ad Book championed by Building Commissioner Jim Nickerson

Building Commission

The Building Commission, as required by Article 3.7 of the Town By-Laws, participates in the selection of design consultants, reviews and approves plans and specifications, receives proposals, awards contracts, and oversees the Town's building program. The Commission works closely with the Board of Selectmen, user departments, and all regulatory agencies.

There are five members of the Building Commission, all of whom are appointed by the Board of Selectmen.

The members include a registered architect, a registered engineer, an attorney, a licensed builder, and a developer. There are three staff people who serve as agents of the Commission, two who administer projects and one on-site Clerk-of-Works. These three individuals are the Town's day-to-day representatives for the work. They coordinate with various town agencies for study, design, construction, and renovations to public buildings. The five volunteer Commission members unselfishly commit their time, expertise, and leadership in order to help meet the needs of the Capital Improvements Program (CIP).



Building Commission

The renovations to the Public Safety Facility is among the most important projects the Building Commission is involved with. At the start of the year, the contractor was only about one month into the 15 months allowed for the work by contract. Throughout the year, the Commission worked with the contractor, design team, and Police and Fire Departments to oversee the project in an effort to maintain the budget, schedule, safety, and quality of work. As the year came to a close, it was apparent that quality and safety had been maintained throughout and that the project stood a very good chance of meeting the other two goals of schedule and budget. Late in the year, the Commission stepped up its involvement in the planning for the relocation of the Police and Fire Departments back from the Old Lincoln Building and into the new facility, which occurred in April of 2002.

This schedule dovetails nicely with the planned renovations to the Lawrence School. The work that will happen there is very extensive. In fact, it is one of the largest Town projects in recent times and it will result in the relocation of staff and students to the Old Lincoln building for the duration of construction. The Building Commission will take the lead in preparing the Old Lincoln for the move in of the Lawrence School, which is planned for June, 2002. During calendar year 2001, the Commission worked closely with the design team, School Department, Board of Selectmen, and virtually all town departments and commissions to refine the scope and budget and move the design along. This process included many meetings and review periods along with the involvement of outside reviewers to help ensure compliance with codes and minimize change orders. By the end of the calendar year, the design was nearing completion and the Commission was preparing for the relocation of the Lawrence School and bidding of the project.

The renovations to the Main Library is another major and very important project that involves the Commission. In January, 2001, two important goals were achieved: the relocation of library staff and operations to satellite locations and the awarding of the construction contract. Work on-site began in earnest the following month. Again, the Commission worked with the contractor, design team, Board of Selectmen, and Library Trustees during the year in an effort to maintain quality, safety, schedule, and budget. While

quality and safety were never in question, there was some concern about keeping to the budget and schedule. The work of the library is somewhat complicated in that the third floor was raised seven feet and a number of unanticipated issues were encountered. By year end, there were signs that the schedule and budget concerns may have eased. The project is currently projected to be completed on schedule in late Summer of 2002 and within budget. At that time, the Building Commission will become more involved with the relocation of library staff and operations back into the newly renovated building.

The work at the Senior Center was completed early in the year and the Commission worked closely with the Council on Aging to "fit-out" the building, furnish it, and otherwise assist in its grand opening. Although the building opened later than originally anticipated, the project was completed on-budget and the Town finally has a beautiful and functional facility dedicated to the benefit of its senior citizens.

The Commission was also involved in a number of mid-sized and smaller construction projects during 2001. Fire alarm systems were installed at the Pierce Secondary and Devotion Schools. A new gym floor was placed at the Devotion School and renovations to the Eliot Recreation Center commenced. Close-out efforts relating to the Baker School continued.

During the year, the design of several other projects was on-going. Installation of sprinklers at the Heath School is scheduled for the Summer of 2002. Network wiring at Runkle and Devotion School design work was completed and installation at the Devotion is planned to begin in February, 2002. Design work on both the Soule Recreation Center and the Putterham Golf Course Clubhouse was also completed during the year. Construction work at both facilities is scheduled to begin in mid- to late-winter 2002. Design work for renovations to Fire Station #4 commenced with construction planned for Spring 2002. Renovations to the Municipal Pool Shower area and accessibility improvements were fast tracked with both design and construction also planned to be complete in the Spring.

In addition, the Building Commission oversaw the development of the scope and advertising for feasibility studies at both Town Hall and the Driscoll School. In 2001, architects for both projects were selected and contract negotiations were underway.

The Commission continues its involvement in the development and implementation of the Capital Improvements Plan by working with staff and user groups to help identify facility needs, provide budget estimates, and set priorities. This is all done in the context of fiscal restraints and the comprehensive plan. In the coming year, the Commission will continue to be involved with all the major projects including the Lawrence, Main Library, Public Safety, Town Hall, and

Driscoll School, along with all of the smaller projects and ancillary activities that come with them.

Please visit the Town's website at www.townofbrooklinemass.com to see the Commission's scheduled meetings.

Board of Examiners

The Board of Examiners was established under the Town of Brookline Building Code. Today this Board is established under the Massachusetts State Building Code. The Board consists of three members (an engineer, an architect, and a licensed contractor), all appointed by the Board of Selectmen. The Board meets monthly to hold licensing examinations so as to ensure that all work in the construction, alteration, removal, or demolition of buildings or structures in the Town is performed by qualified licensed persons. All of the meetings are conducted under the Open Meeting Law that requires notice of such meetings be posted to the public and that accurate records of the Board's proceedings be maintained.

During 2001 a total of 26 licenses were issued as follows:

Class A	1
Class ABC	10
Class D	2
Class F	2
Class F-Ltd-M	1
Class H-1	2
Class F-M	2
Class F-Ltd	4
Class C-D-S	2

In addition, 155 licenses were renewed.

PUBLIC WORKS

Administration

The Department of Public Works (DPW) divides its multiple responsibilities for the management, maintenance, and operations of the Town's infrastructure among five principle Divisions: Administration, Engineering / Transportation, Highway / Sanitation, Parks and Open Space, and Water / Sewer. Each of these five Divisions is headed by a Director who are charged with staff, budget, and management responsibilities that are tailored to the specific public resource under their jurisdiction. Overseeing each of these Directors and establishing both long- and short-term policy direction for the entire Department is the Commissioner of Public Works, A. Thomas DeMaio.

Management Team

While each Division of Public Works is lead by a Director, the middle-level management program, consisting of positions such as Assistant Commissioner, Assistant Director, and Operations Manager, proved effective during this first full year of implementation.

Administrative Team

Situated in Town Hall, the Administrative staff is critical to the daily functions of the Department. These individuals deal directly with public queries regarding work schedules and permit issuance, while maintaining employee payroll and departmental budget/billing records. All invoice payments, requisitions, and purchase orders are also facilitated by the Administrative staff. Deborah Baker and Cheryl Mavrikos serve the Water/Sewer Division in this critical role, while Eleanor Clancy, Betty Mulhane, Deborah Manouk, and Heather DeLuca work as a team within Public Works that services all Divisions.

Public Guidance and Governance

Brookline citizenry play an integral role in Town management, programming, and politics through an appointed structure of official Boards and Commissions. The Department of Public Works operates within this vein of public participation, supporting the roles of specific project advisory or selection committees, targeted task forces, and boards or commissions with certain mandated authorities or controls. The following boards and commissions, whose memberships are appointed by the Board of Selectmen, work on a permanent and prescribed basis with various Public Works Divisions: Park and Recreation Commission, Tree Planting Committee,

Conservation Commission, Transportation Board, Solid Waste Advisory Committee, and the Trustees of Cemeteries.



Solid Waste Advisory Committee

Highway and Sanitation Division

Highway Division

The Highway Division of the Public Works Department provides for the maintenance of the Town's streets, sidewalks, tree lawns, public pathways, municipal and school parking lots, and paved play areas, along with other roadway appurtenances including curbside benches, litter baskets, fencing, and guardrails. In addition to the surface repair of streets, sidewalks and pathways, the Highway Division is responsible for clearing snow, sand, leaves, litter, graffiti, and other unwanted debris from public ways and facilities.

The Division is responsible for the maintenance of more than 200 lane miles of asphalt roadways and 150 miles of sidewalks of varying surface types. In 2001, the Division continued to make intermediate repairs to roadways and sidewalks in an effort to preserve their surface integrity for the safety of the public and to keep them clean and more aesthetically appealing. The Division also continued its program of working in concert with contractual services to accelerate the replacement of sidewalks in areas of the Town where pedestrian traffic is heaviest and the sidewalks are in an advanced state of deterioration.

This year, effort went toward utilizing the Town's award winning Geographic Information System (GIS) to locate and show graphically the utility cuts within the public ways. This allows for more timely repairs of utility cuts and better accountability of utility companies and the enforcement of construction standards.

Recent personnel changes have started to revive the Division. These changes include:

- the newly created positions of Highway Craftsmen have been filled with highly qualified, skilled, and enthusiastic employees that have already began the long process of re-establishing the sidewalk and roadway maintenance programs;
- the revised job descriptions and qualifications of the Working Foreman-Highway classification have allowed for the permanent placement of some highly skilled and competent supervisors that can successfully program and complete scheduled work with an unprecedented emphasis on quality control and skilled construction;
- the Motor Equipment Operator, Grade 3 positions, new to this Division, have already started to impact the performance of the construction crews as their varying work experience and enthusiasm contributes greatly to the projects they work on and crews they work with.

The effort to eradicate graffiti in the Town continued during 2001. The Division continued to dedicate staff on a full-time basis to the removal of graffiti and stickers from roadway appurtenances with a concentration of effort in the commercial areas of the Town. The street sweeping program continued with the overnight cleaning of the commercial areas and the daytime cleaning of the residential sections of the community. The commercial areas are swept on the average of three times per week and the residential areas are swept on the average of once every three weeks.

The Division's trade crew has been a very active and successful part of the maintenance and construction program. This crew includes the highly skilled carpenters and the new position of stone mason, who has very quickly become a strong asset to the Division and has started the much-needed repairs on the brick sidewalks in the commercial areas. Much work was done this Fall in both Coolidge Corner and Washington Square while repairs to brick sidewalks and the installation of tree grates over tree-pits have improved the aesthetics and safety of the sidewalks in the Harvard Street area.

The level of high quality workmanship and professionalism is unprecedented. The in-house masonry skills we now have will enable the necessary maintenance to move forward cost effectively and allow for the programmed replacement of sections that are deteriorated and hazardous.

The Fleet and Facility Services Section

The Fleet and Facility Services Section of the Highway Division is responsible for the acquisition, inventory, inspection, maintenance, and disposal of all mechanized Public Works equipment, with the exception of the Water and Sewer Division's

equipment. In addition, the Fleet Services Section maintains and inspects all other automotive equipment within the Town except for equipment operated by the Fire Department. The Section is also responsible for the routine maintenance and management of the Municipal Service Center, the Transfer Station Complex, and the Parks and Open Space Maintenance Facility at Larz Anderson Park.



One of DPW's fleet at Flag Day

The Fleet and Facility Services section researched and prepared procurement specifications for the acquisition of more than \$700,000 in Capital Equipment for the Department.

Preventative maintenance programs for automotive equipment were further refined and intensified to both preserve the value of the equipment and ensure the operational efficiency of each unit of equipment. The Highway Division continued to use the Ford Warranty Station Certification to complete warranty repairs in-house and recover the costs directly from the manufacturer.

During 2001, the Division recovered more than \$5,000 from Ford Motor Company to offset the expenses incurred as result of completing warranty repairs. The completion of warranty repairs on-site allows the Division to complete repairs more rapidly and return the vehicle to service as quickly as possible, thereby minimizing the down-time of equipment.

Fleet Services completed the procurement and implementation of a town-wide fleet maintenance work order management system. This system allows for better documentation and management of inventory, labor hours, and cost accounting by department, division, unit, and type. This system further allows for better cost and life cycle analysis of vehicles and equipment in order to make better and more informed replacement decisions.

Traffic Systems Section

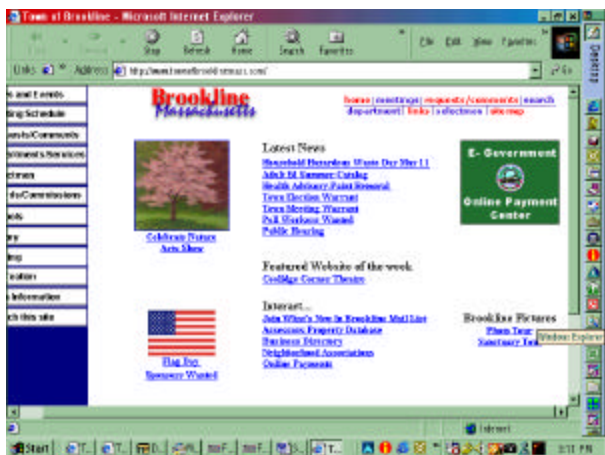
The Traffic Systems Section is accountable for the maintenance and repair of traffic related appurtenances along the roadway. These include traffic signals, street lights, school zone warning

signals, pavement markings, street and regulatory signage, and parking meters.

During 2001, the Division inventoried the Town's pavement-marking program. This new inventory allows for better management of the painting program including centerlines, edge-lines, parking stalls, stop bars, and legend and lane arrows. This new inventory has been mapped electronically allowing for individual or program-wide graphical display, cost accounting, program estimating, and scheduling of work. This time and weather sensitive work was done with a strong compliment of department employees to augment the contracted services. The quality control of both applicators was substantially improved during this year's program to improve longevity and appearance of each pavement marking. Additionally, the Division has completed the implementation of the new town standard for pedestrian crosswalk paint style. The new two color crosswalks have been positively received and are a great improvement to further enhance the visibility and reflectivity of the pedestrian crossings.

Sanitation Division

The Sanitation Division is responsible for the collection and disposal of residential and municipal generated solid waste, including recyclable waste products and household hazardous waste. Approximately 13,000 residential customers are serviced by the Division. The Division, in close coordination with the Brookline Department of Public Health, also enforces Federal, State, and Local Environmental rules, regulations, and ordinances pertaining to the disposal of solid waste in the Town of Brookline.



On-line Payment Center

You can now pay your refuse fee bill on-line at no additional cost. Just click on the "On-Line Payment Center" box on the Town's homepage at www.townofbrooklinemass.com.

Code Enforcement Program

The Division's Enforcement Program has worked cooperatively with both the Department of Public

Health, Police Department, and the Building Department to develop and implement a system by which the Town is able to respond to icy and snow covered sidewalk complaints. This is an effort to better enforce, with shared resources, the Snow Removal By-Law.

The following table provides a summary of the Town's efforts and results in implementing Section 7.7.1, 7.7.2, and 7.7.3 of the Town By-Laws (Snow and Ice removal). This new addition to the Division's annual report reflects the change to the Town's By-Laws resulting from to Article 13 of the 2001 Annual Town Meeting, which was passed unanimously.

DEPT	COMPLAINTS REC'D	WARNINGS ISSUED	FINES ISSUED
Health	2	22	0
Public Works	4	40	0
Police	4	0	0
Building	5	0	0

Water and Sewer Division

The Water and Sewer Division operates and maintains the Town's water and wastewater utility systems consisting of 355 miles of main piping and appurtenances that provide the entire population with reliable drinking water, for both domestic use and fire protection, and for the collection of sanitary sewage and storm water drainage. The operation of all three systems is done in strict accordance with all federal, state, and local laws, ordinances, and regulations to promote the health, safety, and welfare of the community.

Under the leadership of the Director, the Division's administrative staff efficiently and courteously handle all water and sewer business functions, including payroll, accounts payable, licensing, permitting, and customer relations. Over 2,200 requests for information and assistance and nearly 40,000 utility service invoices are processed annually, with over 2,600 billing complaints and inquiries investigated and resolved. In conjunction with the metering section, staff service and maintain 9,682 water meters. During 2001, the administrative staff reviewed and processed 25 applications for Licensed Drainlayers and issued 61 permits for repairs to sewers and drains.

WATER DISTRIBUTION SYSTEM

Components of the water distribution system include 135 miles of cast iron and ductile iron mains, 2,027 line valves, 1,521 fire hydrants, 10,062 service connections, and storage facilities for nearly 14 million gallons of water. During 2001, the Division installed, repaired, or replaced 187 service connections, repaired 16 service and main leaks, and repaired or replaced 48 fire hydrants, generating revenues of \$24,738. In addition, the Division conducted 25 fire flow tests and

provided 96 temporary hydrant connections yielding \$5,994 in revenue.

Emergency response was provided for 361 service requests and 392 complaints were investigated and resolved for water quality, water pressure, and leakage problems. The Division purchased 2,245.3 million gallons of water from the Massachusetts Water Resources Authority (MWRA), representing an increase of 3.6% from 2000, with average daily usage of 6.151 million gallons and maximum daily usage of 8.877 million gallons. Retail water sales generated \$8,068,260 in revenue.

The Division's Cross Connection Control Program, established in 1989 pursuant to the Drinking Water Regulations of the Commonwealth of Massachusetts, has inspected all high- and moderately-high risk facilities throughout the Town and identified 1,804 violations requiring the installation of 906 backflow preventer devices on irrigation systems, fire sprinkler systems, and high-hazard plumbing systems. Annual testing of these devices by Division staff is mandated by state regulations and generated \$16,900 in revenues during 2001.

The Division is pleased to report that in August, 2001, completion of the water main rehabilitation program was achieved. This project was begun in 1964 and effectively renewed all 135 miles of water main and replaced all distribution system valves. The reaching of this milestone places the Town in an extremely advantageous position as federal drinking regulations become more stringent and water quality issues become more critical. Replacement of the Town's aging fire hydrants continues to be a priority and is being accomplished using Division staff.

WASTEWATER COLLECTION SYSTEMS

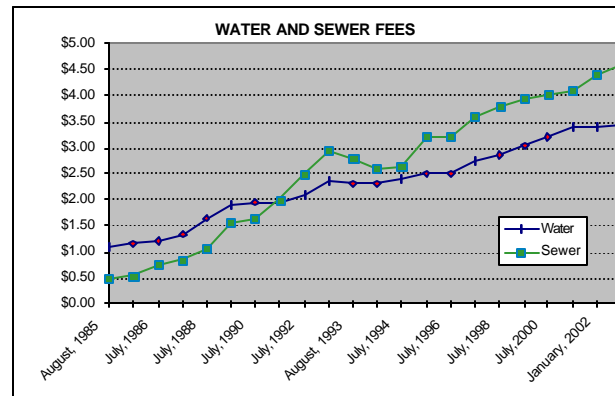
The wastewater collection system is made up of two independent pipe networks. The first consists of 102 miles of separated sanitary sewers and nine miles of combined sewers that discharge through four sewer districts directly to the MWRA interceptors for treatment at Deer Island. The second system comprises 101 miles of storm drains that collect runoff and roadway drainage from 2,344 catch basins and discharge through 12 drainage districts to the Muddy River, Saw Mill Brook, Stony Brook, and the Charles River.

During 2001, emergency assistance was provided for 106 requests involving broken, plugged, or backed-up sewers and drains, as well as the repair of 38 blockages. Structural repairs were made to 84 catch basins and manholes and 2,132 catch basins were cleaned generating 1,274 tons of accumulated sand, sediment, and debris. The Division discharged 3,734 million gallons of wastewater to the MWRA sewer interceptors during 2000, resulting in an average daily flow of 10.23 million gallons. Total operation and

maintenance costs for wastewater collection were offset by \$9,269,538 in revenues generated by the sewer use charge, which is assessed based on metered water consumption.

The recommendations of the 1998 Wastewater System Master Plan continue to be implemented with the completion of the first sewer system separation contract by J. D'Amico Company in the amount of \$1,126,250. This project successfully completed the installation of 6,200 feet of new storm drain and the replacement of 225 feet of sewer main. In addition, work was also completed on the second sewer rehabilitation contract awarded to Insituform Technologies in the amount of \$1,622,038. This project employed the latest inversion type slip lining for the rehabilitation of 10,325 feet of sewer mains. Work continues on the design and preparation of bid documents for the next group of projects recommended by the Master Plan for award in the Spring of 2002. Future projects will focus on the removal of infiltration and inflow from the sewer system to restore capacity and reduce the Town's wholesale costs of wastewater disposal to the MWRA.

During 2001, the Division began implementation of the Stormwater Management Plan by increasing the routine cleaning of catch basins throughout the Town. The Plan has recommended that all basins be cleaned at least once per year and all main artery basins be cleaned at least twice per year. In order to accomplish this objective, the Division purchased a second catch basin cleaner truck and will begin an accelerated cleaning program in the Spring, 2002. Final EPA Phase II Stormwater Regulations will be in place for a 2004 compliance date.



As a result of increases in both debt service for water and wastewater projects and MWRA wholesale assessments, the Board of Selectmen increased the retail water rate from \$3.20 to \$3.40 per hundred cubic feet and the sewer use charge from \$4.00 to \$4.10 per hundred cubic feet of water consumed. The new rates represent a combined increase of 4.17% and were effective on July 1, 2001. Subsequently, the Board needed to raise the sewer use charge to \$4.40,

effectively January 1, 2002, due to an inaccuracy in the measurements of flow consumption.

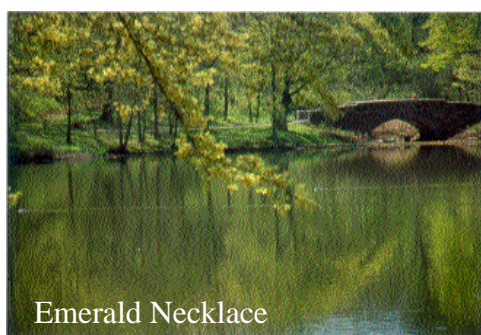
Representation to the Massachusetts Water Resources Authority continued during the year with the appointment of Charles P. Barry to the MWRA Advisory Board. Mr. Barry has been employed in the Engineering and Transportation Division for nearly 30 years and brings a high level of commitment to his appointment. In addition, Andrew M. Pappastergion continues as a member of the MWRA Board of Directors, having been duly elected by the 61 cities and towns served by the authority.

You can now pay your Water and Sewer bill on-line, at no additional cost, at www.townofbrooklinemass.com.

Parks and Open Space Division

The Mission of the Parks and Open Space Division is to develop a clean, green, safe, accessible, and well-maintained network of parks and open spaces for both passive and active recreational uses that preserves the historic integrity and significance of the landscape.

Despite the developed character of Brookline and its proximity to Boston, a significant area of the Town is still open. Neighborhood parks, tree-lined streets, and grand open spaces like Larz Anderson Park and the Muddy River system are a signature of Brookline's character. The remarkable presence of this open space is due in large measure to the foresight of earlier citizens. Brookline was greatly fortunate to receive some important donations of land, to have Town leaders who purchased open space for public use, and to have residents with unusual strengths in this area such as Frederick Law Olmsted, architect of the Emerald Necklace.



Emerald Necklace

The rich legacy of open space in Brookline yields in our present day the obligation of careful stewardship. The Selectmen's Task Force on Open Space and the Open Space Plan 2000 called for the Town to increase its commitment to this goal. Many long-treasured parks and playgrounds require renovation and re-design due to deterioration and overuse. Overall, a higher level of maintenance for these much utilized spaces is needed and are being planned for with departmental improvements and the allocation of resources.

The Parks and Open Space Division maintains 485 acres of public open space for both active and passive recreation, comprising 17 parks, four sanctuaries, 22 playgrounds, land around 12 public buildings, four parking areas, 41 traffic islands, and an extensive network of street trees throughout the Town. The Division maintains 21 multi-use playing fields, 22 tot lots, 19 basketball courts, 36 hard surface tennis courts, and one set of five clay courts. In addition, the Division maintains a full sized outdoor skating facility (the Pavilion) at Larz Anderson Park.

Public Grounds

The Parks and Open Space Division provides maintenance for and repair of all equipment and fixtures in the Town's parks and playgrounds. Graffiti continues to be an issue, but with the rapid response of a specially designated park crew and the latest environmentally safe product and applicators, graffiti is quickly removed. The Division also maintains playing fields and associated equipment for Recreation and School Department programs.

Training

Staff training is the key to improved park maintenance. During the past year, Brookline and Boston teamed with Harvard University's Arnold Arboretum to create a cooperative park maintenance training program. Forty individuals (14 from Brookline Parks Division and 26 from Boston Parks) attended five training sessions on tree biology, plant selection and installation, tree and shrub pruning, and overall park maintenance.

The Division continues to plan and implement improvements to the parks, open spaces, fields, fences, and pathways associated with areas that undergo heavy use and deterioration on a daily basis.

Larz Anderson Park

Brookline's open space system is fortunate to include Larz Anderson Park, a former estate donated to the Town by Isabel Anderson in 1948 in honor of her husband Larz. The park is unique for its history, its dramatic setting with commanding views of Boston, and its variety of recreational facilities.

The Larz Anderson Park rehabilitation project that began this Winter is part of a long-term master plan developed in 1990 by the Town and Walker-Kluesing Design Group. The master plan identifies the most significant characteristics of the park, the outstanding and anticipated problems, and opportunities for improvements to be implemented over time.

Planning and design for this phase of the project was completed in 2001. The project includes implementation of long-term horticultural improvements, enhancement of the historic estate character of the landscape, and improved recreational structures. Current activities include:

- ❖ Removal of trees and shrubs that are in decline, hazardous, in conflict with the desired uses of the park, and/or invasive species;
- ❖ Corrective pruning of significant trees;
- ❖ Planting new trees, shrubs, and lawns to provide the desired landscape character;
- ❖ Reorganization of parking to create more open space and enhance views;
- ❖ Improvements to the play equipment and picnic structure;
- ❖ Replacement of the refrigeration system at the skating rink, new concrete surface, timber walkways, and perimeter boards; and
- ❖ Repair and stabilization of the historic stucco wall.

Emerald Necklace Park

On April 3rd, 2001, the Master Plan for the Emerald Necklace Park was unveiled. This extraordinary event marked not only the completion of the Plan, but the significant and committed input/contribution from numerous historians, environmentalists, landscape architects, planners, and advocates throughout the years.

Muddy River Restoration Project

The Massachusetts Executive Office of Environmental Affairs, Emerald Necklace Conservancy, federal and state agencies, and citizen groups continue to work diligently on the Muddy River Restoration Project. The goals of the project include flood mitigation, water quality/environmental restoration, historic rehabilitation, and wildlife habitat enhancements. The Draft Environmental Impact Report was completed with the assistance of the Citizens Advisory Committee. The document addresses dredging, phragmites removal, bank restoration, culvert reconstruction, daylighting, erosion control/historic landscaping, stormwater controls, and all other elements of the project from Ward's Pond to Charlesgate.

The successful implementation of the project is dependent upon communication with and active involvement from the public. The upcoming year will be spent finalizing the project design, preparing construction documents, permitting the project, and creating a realistic funding plan for successful implementation of the restoration.

The Riverway

The Riverway section of the Muddy River between Netherlands Road and Washington Street received extensive maintenance during the annual Brookline, Boston, and MDC Spring clean-up. The crews removed litter, conducted two weeks of extensive tree pruning, and eliminated invasive trees and shrubs. Portions of the bank were hydro-seeded with grass and top-coated with compost to control erosion.

Olmsted Park

Under the direction of the Olmsted Park Design Review Committee, the Town installed irrigation and plantings at Allerton Overlook in accordance with the Historic Landscape Master Plan prepared by Pressley Associates. In preparation for the new plantings and turf restoration, the Brookline Park Rangers installed over 1,000 feet of 2.5 foot fence in order to help control the geese population in the park. The Rangers also created educational signage regarding the damage geese can cause to parkland and the environment.



Olmsted Path – photo by Jean Stringham

Monmouth Park

With input from the newly formed Friends of Monmouth Park, the Division completed much needed improvements to both Monmouth Park and Monmouth Court, including the removal of a large asphalt surface and sub-base and replacement with 20+ yards of screened loam. The loam was spread, graded, and rolled prior to being hydro-seeded. The crew removed a row of deteriorating yews, pruned all remaining shrubs, and prepared the central area for a perennial plant bed in the Spring of 2002.

Streetscape Beautification Program

The Division commenced the first phase of a streetscape beautification program in June. A new flower planter modeled after the popular Italian terracotta design, made of a heavy poly-foam material, was selected. These planters have better longevity, durability, and appearance than the former whiskey barrels. The Town installed 150 new planters this past Spring that will complement the 30 permanent flower planters. Design and species selection for the flower planters will be evaluated the following year.

Commercial Area Maintenance

The Town's expanded maintenance on the tree pits and trees in the Town commercial areas. The tree pits were extensively weeded, cleaned of debris, pruned of sucker growth, and mulched.

Playground Equipment Upgrades

Every year the Division makes safety, structural, and functional improvements to the play equipment in the

Town's parks and playgrounds. The Town is unique in the resources that it dedicates to the continued improvement and care of these exceptional playground areas. During the past year, improvements including new playground equipment and/or safety features were made at Corey-Hill Park, Juniper Street, and Boylston Street Playgrounds.

Clark Park

Fence and stonewall repairs were made to the severely deteriorated back perimeter of Clark Park. The project involved removing thick invasive plant material from the former fence, removing the dilapidated structure, completing masonry work on the stonewall, and installing a new fence.

Griggs Park

Lucia Drobe, Landscape Designer, was hired by the Division to restore the shrub/perennial garden and seating area at Griggs Park. The Designer worked with and trained park personnel during the installation so that they would learn about the restoration process and be invested in its continued success. The enhancement is a remarkable improvement over the original garden.

The Willow trees at Griggs Park received extensive pruning of deadwood and weight reduction. Shrubs in the park were pruned and invasive trees and shrubs removed to restore the original landscape design. All lawn areas in the park were fertilized, aerated, and seeded. In addition, the Friends of Griggs Park worked with the Division to remove invasive vegetation along the perimeter of the fence.

Longwood Mall

With assistance from a Heritage Tree Care Grant, the Beech Trees at Longwood Mall received pruning for deadwood and weight reduction. During the Fall, dropped leaves from the beech trees were raked, mulched, and spread around the base of the trees. The Division hired a contractor to spray compost on top of the leaves to stabilize the area and provide additional nutrients.

Turf Restoration, Field Use, and Maintenance

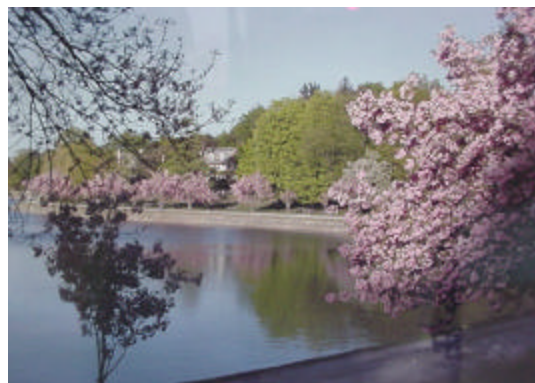
The turf maintenance program was significantly improved for both active recreation athletic fields and passive lawn areas. New grass species, slice seeding, and fertilizers, along with increasing the timing of the aeration rates, were implemented.

In addition to the Town's rigorous athletic field maintenance program, the Parks and Open Space Division coordinated major turf restoration projects at Winthrop Park, Soule Upper Field, Devotion School, Driscoll School, and Waldstein Field.

Public Private Partnerships

The Division continues to work with school, neighborhood, and environmental advocacy groups to

coordinate volunteer activities in Town parks, sanctuaries, and open spaces.



Reservoir Reservations – photo by Kate Berger

The Town fostered several new public-private partnerships during the year to improve neighborhood greenspace. In partnership with three neighborhood associations, the Brington Road traffic island and the Williston Circle rotary were significantly improved and nine new kwansan cherry trees were planted around the Brookline Reservoir.

Emerson Park continues to be an outstanding example of public private partnerships in parks and open space management. The Division supports a steadfast group of citizens who volunteer their time to provide the on-going planting and maintenance of extraordinary perennial and shrub beds in the park.

Park Rangers

The initial year of the Brookline Park Rangers Program was a success. The Rangers provided additional security, safety, and vigilance in the Parks, provided environmental education programs for adults and children, and helped with special projects.



Brookline Park Rangers

The Park Ranger Program, a joint initiative between the Department of Public Works and the Police Department, was modeled after the overwhelmingly successful program initiated by the Boston Park Rangers. The goal of the program is to broaden environmental outreach and education and improve the delivery of urban park and forestry programs.

The Park Rangers' position includes three components: as a uniformed officer, the Ranger enforces the rules and regulations on park property; as an educator, he/she teaches programs to people of all ages; and, as an environmentalist, he/she is responsible for park/forestry restoration, stewardship, and outreach. Through these three aspects of the Park Ranger project, the Town hopes to build a great sense of stewardship among park users of all ages.

School Grounds

School grounds and athletic fields throughout Town received an increased level of overall maintenance. In the Spring, the school grounds were weeded, shrubs trimmed, trees pruned, debris collected and removed, and all areas received fresh mulch. In preparation for the school opening in September, the walkways were repaired and swept and flowers were planted near the entrances by the Park and Open Space crews. In addition to improved maintenance of the school grounds, the Division commenced several special projects including:

Longwood Avenue Playground/Lawrence School

The design development phase of the Longwood Playground rehabilitation project is complete. The Park and Recreation Commission Design Review Committee and the design consultant, Carol R. Johnson Associates (CRJA), held a series of public meetings throughout the year to discuss park issues and opportunities. In response to input from the public, CRJA designed the following:

- Two new sets of play equipment, one for younger children and one for older children, with equipment that meets current safety standards and is handicap accessible;
- New pedestrian entries from Francis Street and Longwood Avenue that meet accessibility standards and provide seating and attractive views into the park;
- Renovation of the ball field, including improved drainage and soil amendments recommended by Pine & Swallow, soils scientists;
- Improvements to the basketball court and surrounding area, including new paving and replacement of the bang board at a more appropriate location;
- Creation of a passive seating area with low maintenance ornamental plantings between the tennis courts and the condominiums on Longwood Avenue; and
- Perimeter plantings to maintain the neighborhood character of the park and plan for the eventual replacement of the very mature oaks.

Devotion School

The Division completed a new landscape design in the front of Devotion School. The improvements included a timber retaining wall, new shrubs and

trees, benches, trash receptacles, and bike racks. A significant drainage problem was addressed with this enhancement.

Pierce School

New concrete terracing, to allow for beautification and erosion control, was installed between the stair and main entrance at the Pierce School. A planting plan was subsequently presented to the PTO and will be installed in the Spring of 2002 to allow for gutter and roof work to be done by the Building Department.

Runkle School

New plantings and landscaping was completed at the front of Runkle School in addition to new concrete at the school entrance and a recycled bluestone pathway.

Cemetery

This year the Division made major strides in improving the appearance and look of the cemetery. The removal of unauthorized items at gravesites resulted in more serene surroundings and a more pleasant environment. Work commenced on reconstruction of the historic garage building on the premises, new rules and regulations were posted on a new sign board in front of the office on Grove Street, and shrubs highlight the main entrance.

The Trustees of Walnut Hills Cemetery received and approved the Landscape Master Plan that guide the cemetery site improvements for the next 10 years. The Plan now goes forward to cemetery professionals for more specific details on structural site build out and capacity planning. The Trustees wish to acknowledge John Furlong for his tireless efforts on the Master Plan.



Trustees of Walnut Hills Cemetery

The Trustees have inaugurated a mapping program for the cemetery in conjunction with the HMIS firm of cemetery computer programming. This will allow maximum space utilization for the cemetery for the next 35 years. Furthermore, all data from the cemetery's records have been

entered into the computer database for easy access, cross-referencing, and improved customer service.

Finally, the Trustees have started the "Friends of the Old Burying Ground", an organization of friends and neighbors of the Old Burying Ground, located on Walnut Street, that will help in maintaining the historic cemetery and provide input to the Trustees of the Walnut Hills Cemetery, which oversees both the Walnut Hills Cemetery and the Old Burying Ground.

Forestry

The goal of the Forestry program is to preserve and maintain all shade trees along public ways, parks, school grounds, cemeteries, and all other public grounds. The Division provides for the safety of all public ways and grounds through the removal of dead and dangerous limbs and trees and is responsible for replacing trees in areas where they have been removed. The total number of trees under the jurisdiction of the Division is reported as more than 50,000.

This year the program has been improved with the appointment of Tom Brady, Certified Arborist, as the Town's Tree Warden. Throughout the year, Brady has effectively worked to improve communication and coordination with the public and the Tree Planting Committee on plantings, pruning, removals contracts, and special projects.

National Arbor Day

Brookline was selected as one of the few municipalities in Massachusetts to receive the distinguished Tree City USA Award from the National Arbor Day Foundation. To celebrate Arbor Day, a large caliper maple tree was planted in front of the Edward Devotion House to replace a mature sugar maple removed last year. Town Arborist George Barlow and Tree Warden Tom Brady worked with the second and third graders of the Devotion School to further their understanding on the value of trees.



Cemetery Maintenance

The Division commenced a cemetery tree-pruning program to improve the health of the trees within both the Walnut Hills Cemetery and Old Burying Ground. Priorities include: removing dead or weak limbs that pose a hazard or may lead to decay; removing diseased or insect-infested limbs and trees; and creating better structure to lessen wind resistance and reduce the potential for storm damage.

Hemlock Woolly Adelgid

The Town is experiencing a major infestation of the Hemlock Woolly Adelgid (HWA). The Woolly Adelgid is an insect that feeds on the needles of Eastern and Carolina Hemlocks. Heavy infestation causes needle loss and ultimate mortality of the tree. There are approximately 3,380 Eastern Hemlock trees located on Town-owned properties that are susceptible to this parasitic insect. Natural stands of Hemlocks occur at Baker School, Dane Park, D. Blakely Hoar Sanctuary, Larz Anderson Park, Public Works Municipal Center, Putterham Woods/Golf Course, Soule Recreation Center, and Walnut Hills Cemetery. Hemlock trees are also found on many private properties throughout Brookline.

The Town Arborist and Tree Warden continued to monitor and treat selected mature Hemlocks with a systemic pesticide. The Town injected approximately 170 eastern hemlock trees with systemic pesticide in D. Blakely Hoar Sanctuary and the Old Burial Ground. In Walnut Hills Cemetery, the Town Arborist sprayed infected Hemlock trees with horticultural oil. Trees that had failed completely due to the insect pests were removed. The Division will continue to monitor the hemlock trees and implement the most effective and appropriate means of Hemlock Woolly Adelgid control that are available.

Street Tree Planting and Pruning

A significant greenspace resource that is not reflected in the open space acreage inventory is the streetscape; however, tree-lined streets and green corridors (both public and private) contribute in important ways to the look of the Town and to the health of its citizens. The Town continues to strongly support the tree-planting program.

A total of 159 trees were planted under the Spring, 2001 street tree planting contract. Red Oak, London plane, Sweetgum, and Pin Oak were the primary species purchased for street trees. Under a separate contract, nine 3.5" caliper Red Oak trees were installed at Philbrick Square along Upland Road. The program of Summer watering for trees planted since 1994 continued with in-house staff and forestry interns. This program is an integral component of the planting program and

is of particular importance due to the drought that has affected New England for the past few years. The rainfall for 2001 was 48", approximately 10" below normal.

As part of the reconstruction of the intersections at Clyde and Newton Streets, and Newton and Grove Streets, approximately 85 new public shade trees were planted using funds received in a generous bequest from long-time resident and activist Benjamin Alper. Among these trees were the 60 columnar hornbeams installed in the medians to provide a green traffic corridor.

A new three-year contract for street tree pruning was put out to bid in the Spring to insure the most recent industry standards for the proper care of Brookline's Urban Forest. Lewis Tree Service was awarded the contract.

The Division filled a vacancy for a full-time tree climber, that allows for increased efficiency, improved maintenance, and a quicker response to work orders, which will result in fewer tree failures and improved health and vigor for trees that have been pruned. In addition, an intern was hired in the Fall and Winter of 2001 to perform corrective pruning of young trees and update the GIS database for removals and new plantings.

Public Hearings and Removals

During construction of a trolley stop in Washington Square on Beacon Street, the MBTA removed two sizable red oaks. These were not hazard trees, and removal was not authorized through a hearing as required by Massachusetts General Law. As a result of the removal of these two trees, an assessment of \$8,400 was paid by the MBTA to Brookline. This assessment will be used to replant trees in the Washington Square Area.

A new cooperative program involving the Town Arborist, the Tree Warden, NStar, and private consulting foresters has been initiated to improve communication between the Town and NStar. This cooperative program will insure that NSTAR and other utility companies conduct their work with trained personnel, using proper arboricultural methods, with appropriate oversight.

Tree Ordinance Committee

The Division is participating in a Moderator's Committee to discuss the overall objective and relevance of a tree protection ordinance for the Town. Staff has created a draft Tree Ordinance for discussion and review by Town Meeting.

Conservation

The Brookline Conservation Commission is responsible for the administration of environmental

laws and policies, open space protection and management, water management, preservation of natural features of the environment, and coordination for joint action with many town bodies. The Commission administers and enforces the Massachusetts Wetlands Protection Act through its review of permit applications and issuance of Determinations of Applicability, Orders of Conditions, Certificates of Compliance, and Enforcement Orders. The Commission also administers the Federal Flood Protection Program. It initiates and helps guide studies concerning open space, water quality, flooding, and other aspects of local environmental quality.

The Commission prepares and oversees implementation of the Town's Open Space Plan and manages conservation areas owned and conservation restrictions held by the Town. The Conservation Commission seeks and administers grants from state agencies and other sources to support the Town's environmental protection efforts, and guides many volunteer open space maintenance and improvement activities.



Conservation Commission

Environmental Protection, Wetlands and Floodplains

- **Wetlands Protection Act Enforcement**

The Commission has been particularly concerned about the construction of large new houses in wetland buffer zones bordering the Town's sanctuaries. The protection afforded by the Wetlands Protection Act and the current Zoning By-Law appears inadequate and is less extensive than that afforded by many other towns' by-laws. Town projects in close proximity to river and wetland areas continued to require close oversight during the past year. With the assistance of the new Conservation Administrator, Tom Brady, the Commission has initiated discussions on the creation of a local wetlands by-law to protect Brookline's natural resources.

- **Conservation Restrictions**

The Conservation Commission obtained three new Conservation Restrictions on portions of property adjacent to Hall's Pond and D. Blakeley Hoar Sanctuary. Conservation restrictions offer several

advantages to you as a landowner, as well as to your local community. Through a conservation restriction, you can protect your land from inappropriate development while retaining private ownership.

Sanctuary Management

The Conservation Commission is responsible for the management of 56 acres of conservation land at the Hall's Pond, Amory Woods, D. Blakely Hoar, and Lost Pond Sanctuaries.

- **Nature Sanctuary and Historic Park Interns**

The Sanctuary and Historic Park interns worked tirelessly during the Summer to control invasive plant material, weed shrub beds, maintain trails, water plants, remove graffiti, and other tasks in both the sanctuaries and parks. This was the first year that the Division was able to focus dedicated staff attention to these special locations.

- **Hall's Pond Sanctuary**

Among the properties managed by the Commission are the Hall's Pond and Amory Woods Sanctuaries. The two properties are located in the same area and are separated by Amory Playground, a property under the jurisdiction of the Parks and Recreation Commission. Hall's Pond was the first conservation land purchased by the Town of Brookline. One year after its purchase in 1975, the Friends of Hall's Pond was formed to support the Brookline Conservation Commission in managing the Sanctuary by supplying volunteers, conducting programs, and raising funds.



Boardwalk construction and wetland restoration areas were completed this past year. The project will result in improved water quality in the pond, a new marsh, a restored wooded wetland, and a revegetated upland. This conservation land will continue to be a retreat for urban dwellers and will contain at least five small natural habitats for the public to observe, learn from, and enjoy.

The Friends group continues its active role in the restoration project and the prickly task of removing the highly invasive multiflora rose from the Albrecht Garden in Hall's Pond Sanctuary.

On June 4, the Division held a ceremony and celebration to commemorate the completion of the plantings in the wooded upland portion of Hall's Pond Sanctuary. Members of the Friends of Hall's Pond, Conservation Commission, staff, and the public were in attendance to participate in this event. With the generous financial support of the Stoneman Family Foundation, the Town was able to eradicate a significant amount of invasive plant material and replant with native woodland species in over a one-acre area. Ann Blair, landscape architect, completed the bid specifications and managed the contract.



Hall's Pond

- **Lost Pond Conservation Area**

The Lost Pond Sanctuary is part of a larger complex composed of approximately 130 acres of conservation land that includes the Metropolitan District Commission's Lost Pond Reservation and the City of Newton's Kennard Park and Conservation Area. The Commission's objectives for the Lost Pond Sanctuary include completion of a natural resource inventory and improvements in signage.

Since the pond area adjoins the Town landfill and will be affected by its closure and re-use, the Commission has begun reviewing closure plans. Any development of the landfill property will need to be shown not to adversely impact wetlands resource areas in the Lost Pond Sanctuary before it proceeds. Adam Kahn is the Commission's representative on the citizen advisory committee and has been involved in guiding the consultants on the possible environmental impacts of the project. The Friends of Lost Pond are also involved with the advisory committee.

- **D. Blakely Hoar Sanctuary**

D. Blakely Hoar Sanctuary is a natural area of 25 acres. As part of a contiguous natural area of 100 acres, the sanctuary forms a portion of the Charles to Charles Greenway, connecting Boston, Brookline, and Newton through greenspace.

Using capital improvement funds, approximately 400 feet of boardwalk was replaced or added in the rear portion of the sanctuary. This work took place over the Winter and was completed by early Spring, 2001. With the new boardwalk made from recycled plastic and wood fiber, visitors are once again able to walk the entire circuit path through the sanctuary.

A clean up of Hoar Sanctuary was held in May in conjunction with the Friends of D. Blakely Hoar Sanctuary and a Cub Scout troop from the Baker School. In addition to the clean-up work, markers were placed on trees to better indicate the path through the sanctuary and a wooden bridge linking the sanctuary to the adjacent Leatherbee Woods was repaired.

Joint Action Projects

- **Mercury Thermometer Exchange Program**

The Commission co-sponsored a Mercury Thermometer Swap in conjunction with the Brookline Health Department, Solid Waste Advisory Committee, Department of Public Works, and Health Care Without Harm to educate the public about mercury in the environment.

Residents were asked to bring in their mercury thermometers in exchange for a free digital thermometer. Approximately 4,000 mercury thermometers were collected for recycling.

Brookline collected mercury thermometers in an effort to reduce the amount of mercury in the homes of Brookline residents and in the environment. Mercury is a toxic substance that can harm both humans and wildlife. It is poisonous to the nervous system, kidneys, liver, and immune system. It is especially toxic to the brain and developing nervous system of children and fetuses. Once mercury thermometers are removed from homes, they no longer present the risk of breaking and exposing residents to mercury. The thermometers are being recycled in order to keep them from being placed in residential trash, where they wind up in landfills or incinerators. The amount of mercury found in a single thermometer is enough to contaminate all the fish in a 20-acre lake. Therefore, recycling the thermometers keeps them out of the trash and prevents mercury from entering the environment.

- **Climate Change**

With the passing of the Resolution for Participating in the Cities for Climate Protection (CCP) Campaign on April 25, 2000, the Town joined a group of more than 300 cities and counties around the world who are taking part in this campaign through the International Council for Local Environmental Initiatives (ICLEI). The Town has

conducted a baseline inventory of all Town emissions and completed a draft Climate Change Action Plan.

In conjunction with this initiative, the Town purchased two highly efficient hybrid gasoline/electric motor vehicles and a Moderator's Committee was formed in the Fall of 2001 to investigate the feasibility and possibility of green energy. In addition, a Moderator's Committee was formed to evaluate the feasibility of a tree protection ordinance that would require replacement of certain trees cut down on public or private property.



New Hybrid Vehicles

The Town is in the process of reviewing its Zoning By-Law and developing a new 10-year comprehensive plan. This is an opportune time to incorporate sustainability, energy efficiency, land use/transportation interplay, and the reduction of climate changing gases into Town planning.

Environmental Education

- **The Cultural Landscape Heritage of Brookline**

Joanna Wexler, Vice-Chair of the Conservation Commission, and Erin Chute, Director of Parks and Open Space, presented a historical lecture and slideshow entitled "The Cultural Landscape Heritage of Brookline" in October, 2001 at the Museum of Transportation. The presentation covered over three centuries of landscape history that still exists within the community, including the fields at Allendale Farm in the 17th and 18th centuries; the early planned communities of the mid-19th century at Cottage Farm and Longwood; early 20th century Frederick Law Olmsted heritage such as Aspinwall Hill; and post-World War II 1940's and 1950's housing developments that mix open space and housing at Hancock Village.

- **Visions of Green Community**

VGC was established to encourage an appreciation and knowledge of our unique environment – from backyards, to streets, parks,

and nature sanctuaries. During the month of April, the Fifth Annual Visions of Green Community (VGC) Mixed Media Exhibition "Backyards and Ballfields Celebrating Nature in Our Neighborhoods" was presented at the Hess Gallery at Pine Manor College, as well as at the Brookline Arts Center and Brookline Senior Center. VGC is a project of Commissioner Wexler and is sponsored by Brookline GreenSpace Alliance (BGSA), with the support of the Blossom Fund, the Conservation and Preservation Commissions, and Brookline Public Schools, K-12.

• **Environmentalist of The Year Award**

This year the Environmentalist of the Year Award was presented to Jeff Parenti for his hard work and dedication on the issue of traffic calming in Brookline.

Engineering and Transportation Division

Under the direction of Mr. Peter M. Ditto, P.E., the Engineering and Transportation Division of the Department of Public Works (DPW) is charged with the management and administration of the Town's infrastructure, as well as the design and implementation of the vast majority of Public Works items contained in the Town's Capital Improvement Program (CIP). Town infrastructure includes surface facilities in the areas of all public right-of-ways, such as roadways, sidewalks, traffic signals and parks, as well as those facilities that lie underground, such as storm drain/sewer systems, water supply lines, and traffic signal conduit. CIP projects range in type from traffic calming initiatives to wetlands restoration efforts.

In order to effectively manage both the diversity and complexity of infrastructure issues for which the Division is responsible, administrative programs and project undertakings are assigned to one of two disciplines: Engineering or Transportation. While it is inevitable and by design that these two sectors should frequently overlap, the Engineering Section is fundamentally concerned with issues of civil and environmental engineering, while the Transportation Section is devoted primarily to transportation policies and traffic engineering.

Engineering

The Engineering section of this Division is supported by a staff of 10, whose professional qualifications or licenses include two Engineers-In-Training (EIT), one Surveyor-In-Training (SIT), two Professional Engineers (PE), one Registered Architect (RA), and one Construction Supervisor (CS).

Responsibilities of the Engineering section are themselves divisible into four broad categories: 1) Permit Administration and Inspection; 2) Archival Maintenance and Reference; 3) Interagency Coordination and Oversight; and 4) CIP Project Management and Engineering:

1) Permit Administration and Inspection

The Engineering Section oversees the issuance of Street Opening and Occupancy Permits, typically given to Contractors working in public right-of-ways for utility companies, communication corporations, public authorities, or private property owners. Work can be at the sidewalk or street surface, or require digging or trenching beneath the finished grade. The permit system and associated database is actively maintained on the Town's network. Division Inspectors, with the aid of a pre-application process, determine the type of work, associated charges, and anticipated impacts to material integrity and traffic/parking conditions. In addition, Inspectors monitor the work and assure that restoration meets with Town specifications.

Sanitary sewer, storm drain, and water supply connections are also within the permitting purview of the Engineering Division. Following application procedures, engineered plans and necessary documentation are submitted to Division personnel for review and subsequently, if recommended, for approval by the Director. Generally, these connection permits are associated with parcel developments, capacity and material upgrades, or maintenance when failures occur.

2) Archival Maintenance and Reference

The Engineering Section maintains record plans of its water, sewer, and storm drain systems, including individual parcel connections. In addition, plot plans, or surveyed drawings, complete with bound locations, are maintained for all lands within the Town, whether public or private. These infrastructure and survey documents are kept in an extensive archive, copies of which are available to the public upon request. Along with records of property and Town-owned services, the Engineering archives contain construction plans for all Public Works projects, such as roadways, bridges, and park facilities.

3) Interagency Coordination and Oversight

The Engineering Section coordinates directly with state authorities, such as the MBTA and MWRA, whose infrastructure is both located in Brookline and serves the community and/or its immediate region. Similarly, Engineering permits and supervises the maintenance, upgrade, and installation of utility systems or communication networks. Significant projects in 2001 included:

- MBTA Rubberized Crossing upgrade at Beacon and Carlton Streets
- MBTA Platform Accessibility Improvements along the C-Line at St. Mary's, Coolidge Corner, and Washington Square
- MBTA Track upgrade along the whole of the C-Line
- MBTA Cypress Street Bridge Replacement above the D-Line
- MWRA Water Main Rehabilitation along Beacon, Harvard, and St. Paul Streets
- MWRA Water Line Rehabilitation along Lee, Warren, and Cottage Streets
- Boston Gas upgrade of supply lines along Beacon Street
- NSTAR upgrade of electrical transformer and supply lines at Beacon Street
- NSTAR sale of street lighting to the Town and issuance of maintenance contract
- RCN Broadband Network installation

4) **CIP Project Management and Engineering**

The Engineering Section implements projects listed in the Town's CIP, which might entail project planning, feasibility studies, site surveys, design engineering, preparation of specifications and cost estimates, project advertising and bidding, and construction administration and supervision. The following project briefs, which represent CIP items listed in Parks, Water and Sewer, Highways, and Engineering and Transportation, offer an overview of the Division's 2001 endeavors:

Engineering CIP

- Roadway Reconstruction - 3.3 miles of roadways were resurfaced, representing 15 Town streets.
- Sidewalk Maintenance - Approximately 8,600 square yards of cement concrete sidewalks were replaced, along with 360 square yards of bituminous concrete sidewalks.
- Roadway Maintenance - 2,070 square yards of bituminous concrete was used to repair roadway defects and hazards.
- Traffic Calming measures were installed at Winchester, Walnut, and Warren Streets, along with Westbourne Terrace and Bartlett and Washington Streets.
- Beacon Street Traffic Signal and Roadway Reconstruction (Core) project development continued.
- Beacon Street Historic Transportation and Landscape Enhancements project application and development continued.
- Undertook the Carlton Street Footbridge Phase II Feasibility Study, exploring six related issues, including transportation, historical, public safety, accessibility, cost, and funding questions.
- Restored the Soldiers Monument on the grounds of the Main Library.

Transportation CIP

- Traffic Signal Installation at Cypress/Davis/Tappan Streets.
- Webster Community Street development.

Parks and Open Space/Recreation CIP

- Larz Anderson Improvements
- Hall's Pond
- Longwood Playground
- Athletic Fields - Sodding and Turf Maintenance
- Larz Anderson Skating Rink Improvements
- Newton/Grove Street Tree Planting

Water and Sewer CIP

- Sewer Separation project
- Sewer Rehabilitation project

Transportation

A staff of three, comprised of a Transportation Planner, a Traffic Engineer, and an Office Administrator, supports the Transportation section of this Division.

Transportation responsibilities fall within eight principle categories: 1) Traffic Rules and Regulations; 2) Traffic/Parking Studies; 3) Traffic Signals; 4) Parking Permits; 5) Parking Meters; 6) Taxi-Cab Licensing; 7) Traffic Calming Program; and 8) Towing Services:

1) **Transportation Regulation**

The Transportation Board, a citizen body of six appointed by the Board of Selectmen, is charged with oversight of the Town's Traffic Rules and Regulations. Meeting on a monthly basis, the Board reviews proposed policies, regulatory suggestions, and permit applications related to transportation and parking concerns within Brookline. The Assistant Transportation Director facilitates Board meetings and agenda items, while Transportation Section staff administer programs and provide support.



Transportation Board

3) Traffic Signals

Both the design of new traffic signals and the functional programming (or timings) of existing traffic signals fall within the purview of the Transportation Division. Data collection, such as traffic counts and speed monitoring, are routinely gathered, often in order to provide data for signal design or modification.

4) Parking Meters

The Transportation Section manages on-street parking, including any restrictions and implementation of parking meters in commercial areas. Locations and rates are recommended by staff, established then by the Transportation Board, and confirmed by the Selectmen.

5) Parking Permits

Division staff administer the residential permit parking program, the overnight guest parking program, and the commercial area employee parking programs.

6) Taxi-Cab Licensing

Licensing and oversight of the taxi-cab companies that service Brookline rests with the Transportation Board and Division staff. In addition, staff from the Town's Highway Division provide vehicular inspections.

7) Traffic Calming Program

The Town's Traffic Calming Program is under the direction of the Transportation Section, with significant input and support from the Board. Program guidelines have been developed by the Assistant Transportation Director.

8) Towing Services

Both the Transportation Board and Division staff share the responsibility of securing, under contract, towing services for vehicles violating designated tow zones.



Clydesdales in Flag Day Parade

RECREATION DEPARTMENT

The Park and Recreation Commission consist of seven residents appointed by the Board of Selectmen and serves as a policy-making board responsible to the Town for providing year-round high quality indoor and outdoor recreation activities for children and adults. The goals of the Commission are to deliver programs that are culturally, socially, mentally, and physically based and are presented at well-maintained parks and facilities. Safety and quality are paramount. The Selectmen, Park and Recreation Commission, and Recreation staff are especially indebted to the numerous volunteers and citizen groups who contribute their time, energy, and resources toward the improvement of town facilities, parks, and recreation programs. The Commission meets the second Monday of each month at the Department of Public Works Service Center on Hammond Street or the Golf Course Clubhouse.



Park and Recreation Commission

A major undertaking in 2001 was the development of an on-line registration and payment program. Working in conjunction with the Town's Information Technology Division, the Recreation Department signed an agreement with RMS Technology, Inc. to offer the services to the citizens of Brookline. Residents can now sign up for and pay for any program offered by the Department simply by using the internet and a credit card. This 24 hours, 7 day a week option comes at no additional cost to the registrant. Please go to www.townofbrooklinemass.com for more information on this great program enhancement that helps bring government closer to the people.

The R.A.F.T. (Recreation Activities for Teens) program, created in 1992 in response to the findings of the Town's Youth Steering Committee, continues to expand. Over 1,000 teens have joined R.A.F.T. this year. The R.A.F.T. Teen Dances continue to be very successful and have proven to be a tremendous social gathering for Brookline's 6th, 7th, and 8th grade students. The 6th grade students now have their own dances, separate from the 7th and 8th grade students. Also, R.A.F.T. trips in both the Summer and Winter continue to be a very popular activity.



Kids enjoying the Brookline Swimming Pool

Programs for senior citizens and membership in the Brookline Golden Age Club continue to expand. The ever-popular Spring, Summer, and Fall day trips to destinations such as the North Shore Music Theatre, Foliage Trips, Foxwoods Casino, Martha's Vineyard, and a Day at the Races, continue to be filled to capacity. In addition, a new program, the "Senior Walking Club", has been initiated.

The pool staff continued to make adjustments throughout the year to meet the needs of the Brookline community. New program offerings include Arthritis Water Exercise, Water Safety Instructor course, Synchronized Swimming, and Water Polo. The pool hosted the High School Bay State Competitions in cooperation with the BHS Athletics and had a new one-meter diving board installed along with updated training and lifesaving equipment. Coming next is the new Swim Team Record Board. The pool staff continues to attend monthly training courses and five members of the staff are now Certified Pool Operators. The Recreation's Swim Team, 288 strong, continues to be a leader in the Winter Suburban Swim League. Stop by the Brookline Swimming Pool, site of the first public indoor pool in the United States of America, and enjoy a safe and clean aquatic facility that offers a diverse modern program.



Kids enjoying the Day Camps

Once again the Brookline Recreation Day Camps had a successful Summer program. Children ages four to 13 were delighted with a variety of classes and activities offered during this eight-week camp. A seasonal summer staff of 100 participated in a two-day orientation at Pine Manor College that included seminar sessions on "New Games". More than 70% of the Day Camp Staff completed certified courses in CPR and First Aid. A new addition this year for the camp was educational sessions for the campers conducted by Brookline's new Park Ranger Program.

The C.D.B.G. Youth Employment Program, a federally-funded program to provide employment for Brookline resident youth between the ages of 14-21, placed numerous youths within various town departments. The Hire One Program, a partnership between private businesses and the Town to find additional jobs for youths, was also very successful. C.D.B.G. and Hire One are both located in the Main Gymnasium, 60 Tappan St., adjacent to Brookline High School.

Putterham Meadows Golf Course enjoyed another fine year despite Winter damage that delayed the Spring opening until Mid-June. Renovations were completed on holes 7 and 9. A new maintenance contractor is caring for the grounds at Putterham. Due to improved requirements listed in the bid specifications, a great improvement in the quality of the grounds maintenance is quite evident. With increased marketing and a larger inventory of available items in the pro shop, the attendance at Putterham continues to increase. The Park and Recreation Commission continues the policy of keeping the golf course open all Winter, which has been extremely successful. An increase of 50% attendance in Junior Golf Lessons was a big plus. The addition of a state-of-the art computerized customer service station will enhance our ability to serve the citizens of Brookline.

The Commission was pleased to sponsor the 8th annual Youth Sports Organization Golf Tournament as a method of assisting Brookline Volunteer organizations in their annual fund raising efforts. Join us at Putterham Meadows, located in the south section of Brookline, adjacent to The Country Club and Pine Manor College.

Many programs are operated at the Main Gym Facility. Over 500 children participate in the youth and travel basketball leagues, which are coached by parent volunteers. The program objective is to offer a recreational basketball league with the emphasis on participation, not winning. Karate classes, Tap and Ballet classes, and Indoor Tennis round out the Main Gym programs. Although space prohibits listing each program and accomplishment, this report should

mention the following essential offerings and significant accomplishments:

- The number of participants for the adult indoor soccer program at the Main facility, cosponsored by Viking Soccer, increased.
- Larz Anderson Skating Rink received a complete overhaul, including all new piping and energy systems.
- Renovations were completed at the Eliot Recreation Center to house programs and services during the renovations of the Soule Recreation Center.
- The Department assisted numerous agencies with their transportation needs, including: Council on Aging, Police, B.H.S. Athletics, Housing Authority, and the School/Community Partnership.
- A new "Walking Program" for seniors that meets and concludes at the new Senior Center was developed.
- Four full-time staff members attended the National Institute on Recreation Inclusion.
- Registration and payment for all programs are now offered on-line, at no additional cost.
- A Recreation Needs Assessment was completed.
- Brookline Youth Soccer is now operated as a Brookline Recreation Department program.
- Partnered with the Conservation Commission to create the "Conservation and Recreation Education Fund" with funds coming directly from the new "Puddletompers Program", a nature exploration program for preschoolers and toddlers.
- Cooperative agreements for field use are in place with Beaver Country Day School, Park School, Hellenic College, and Pine Manor College.
- Masters Swim Team Clinics for adults were added and the Team participated in a Masters Swim Meet.
- The nine-year golf course capital plan was approved by the Board of Selectmen and Town Meeting.

The Park and Recreation Commission and the Recreation Staff look forward to implementing new and exciting programs for 2002. The accomplishments of this past year were the result of the concerted effort of the Board of Selectmen, various commissions, various town departments, staff, numerous volunteers, and our patrons. The members of the Recreation Department are proud of our varied accomplishments and look forward to working with everyone during the coming year to fulfill the recreational needs of the residents of our community.

PUBLIC SCHOOLS

The Students and The Schools

Eight K-8 elementary schools and Brookline High School constitute the Brookline Public Schools. As of February, 2002, there were 5,954 students enrolled in the Public Schools in grades K-12: 4,064 in the elementary schools and 1,890 at Brookline High School. Over 30% of these students require help with their English, either in the English as a Second Language Program (ESL) or in a Transitional Bilingual Education (TBE) program. These students represent 35 language groups, with Hebrew, Chinese, Japanese, Russian, and Spanish accounting for over 75% of these students. A recent addition to the TBE program is Korean. Of the total school-age population, more than 30% of the students are from homes where English is not the first language. The non-white population of the school is 29%: 13% Asian, 11% African American, and 5% Hispanic. The philosophy of the Brookline Public Schools is reflected in our four core values:

- o High academic achievement for all students
- o Excellence in Teaching
- o Collaborative relationships
- o Respect for human differences

Today we teach students with a wide range of needs, yet our students continue to be academically successful: a higher percentage of Brookline High School graduates go on to four-year colleges than 15 years ago; College Board scores have increased over the past five years; and Brookline's scores on state curriculum assessment tests in mathematics, science, social studies, and reading are dramatically higher than the state average and considerably higher than communities similar to Brookline.

Instruction

For the past several years, we have worked together to establish dynamic learning expectations K-12 that demonstrate the core values and provide common standards for each of us. These standards embrace the traditional academic disciplines, the arts, physical education, and career education. We currently use the core values and the learning expectations to develop strategies for instruction that are designed to enhance and accelerate the learning process. The desired result of these efforts is more effective teaching leading to a more profound understanding of what has been taught and an increased ability to apply learning to new situations.

The framework is simple and flexible; it respects and encourages a wide repertoire of teaching styles and methods. Three fundamental components inform instruction in all classrooms:

1. Identify desired results.

What should all students know, understand, and be able to do?
 What is worth knowing and understanding?
 What ideas are critical?
 Which ideas contribute to critical and creative thinking?

2. Determine acceptable evidence.

How will I know if students have acquired the intended knowledge and understanding?
 What will I accept as evidence?
 How good is good enough?
 What is the appropriate balance of assessments, e.g., quizzes, tests, oral presentations, portfolios, lab reports, exhibitions?
 What adjustments should I make to instruction to elicit improved student knowledge and understanding?

3. Plan learning experiences and instruction.

What specific knowledge and skills do students need to achieve desired results?
 What activities will support the needed knowledge and skills?
 What materials and resources are needed?
 How can technology be seamlessly integrated into the teaching and learning process?

The Staff

Brookline employs more than 700 teachers, counselors, and administrators in its schools. In August of 2001, Dr. Richard H. Silverman came to Brookline as Superintendent of Schools after more than 30 years in Education. Prior to coming to Brookline, Dr. Silverman was the Superintendent for the Windsor, CT, Public Schools from 1997-2001. He began his career as a music teacher in the Quaboag Regional School District in Warren-West Brookfield, MA, and was a teacher in Medford, Supervisor of Music Education and Coordinator of Computer Education, in Haverhill, Director of Curriculum and Instruction in the Dudley-Charlton schools, Director of Grants and Special Projects, and Assistant Superintendent of Schools in Windham, CT. He is a frequent presenter at workshops and programs. He has been a faculty member for the Lesley College Graduate School and a guest speaker at programs for the Harvard Graduate School of Education's Programs in Professional Education.

The administrative staff for 2002-03 in the Brookline Public Schools will include a Deputy Superintendent for Teaching and Learning, an Assistant Superintendent for Student Services, an Assistant to the Deputy

Superintendent, a Deputy Superintendent for Administration and Finance, a Director of Human Resources, eight elementary Principals, seven elementary Vice Principals and one elementary Assistant Principal, a High School Headmaster and Assistant Headmaster, Curriculum Coordinators and Program Coordinators, and Supervisors of the Libraries and the Adult and Community Education Program. The activities of the professional staff are supported by approximately 250 civil service personnel.

Brookline welcomed several new administrators this year: Richard Young, Acting Assistant Superintendent for Curriculum and Instruction; Julie Coles, Vice Principal at Pierce School; Steve Griffin, Vice Principal at Devotion School; Diane Lande, Dean of Students at BHS; and Carol Daddazio, Acting Social Studies Curriculum Coordinator.

PROGRAM HIGHLIGHTS

THE HIGH SCHOOL

Brookline High School reflects the high value the Town holds for education, having established a tradition of excellence and achievement that has earned a national reputation. Serving 1,890 young people, including students from 75 nations, the High School is characterized by accomplishments across a broad spectrum of activities in and out of the classroom and on the athletic fields.

The class of 2001 averaged 1,167 on the SAT, the highest average score in the school's history, a score made more remarkable because it reflects the highest percentage of students ever to take the exam. The class of 2001 had 18 National Merit finalists, more than any other public high school in New England. Over one third of the students are inducted into the National Honor Society. The High School offers Advanced Placement courses in U.S. History, European History, American and Comparative Government, Biology, Chemistry, Physics B and C, Calculus AB and BC, Statistics, Computer Science, Environmental Science, French, Spanish, and Latin. Eighty-six percent of the students continue on to higher education immediately after graduation, one-third of whom attend the most highly selective colleges and universities in the nation. One of Brookline High's most honored statistics is its dropout rate of 0.1%, one of the lowest in the State.

BHS also takes pride in its large Career and Technology Education Department, its renowned Performing and Visual Arts Departments, as well as three alternative programs - School-Within-A-School, Opportunity for Change, and Winthrop House -- which address the interests and needs of the entire student community. Brookline High School features the largest interscholastic athletics program in New England, with 74 teams and 40 different sports.

Among the 58 student activities and clubs are two student newspapers. The High School also features one of the largest volunteer community service programs in New England, with over 500 student participants. Its constitutional form of governance is a national model, as is its innovative mediation program.

LITERACY INITIATIVES, K-8

The Literacy Program: An Update

Over the past four years, a group of 30 Brookline staff that includes classroom teachers, Reading/Writing Specialists, Special Education teachers, ESL/Bilingual teachers, Librarians, and Curriculum Coordinators met regularly to discuss and examine best practices in intermediate-grade reading. The Literacy Committee drew upon the broad and varied experiences of the committee members, professional publications and journal articles, and knowledge of the reading and writing processes to create the Literacy Handbook. Topics in the handbook include:

- Research principles for effective literacy instruction
- Best Practices
- Grouping contexts for instruction/student participation
- Essential components of intermediate-grade literacy instruction
- Vocabulary and Word Knowledge
- Comprehension Strategies
- Literature and Response
- Writing - Process, content, conventions, management of writer's workshop
- Oral Presentations

Elementary Schoolwide Literacy Grant

Four schools are completing the second year of this grant. The focus this year has been on reading and writing expository text. To that end, we have purchased quality non-fiction that matches the content of our social studies and science curricula, and is at a Brookline level for struggling readers and writers. The grant is also supporting a series of professional development opportunities for teachers in all schools including three after-school presentations on improving writing skills and teaching students how to read and comprehend non-fiction and a Language Arts department-sponsored two-day workshop in June by nationally-recognized author, Stephanie Harvey, on explicit teaching of critical reading strategies.

SCIENCE K-8

The K-8 science department is participating in Technology Enhanced Elementary and Middle School Science, an NSF-funded project coordinated by the Concord Consortium. Its goal is to infuse computer-based data collection and analysis across the elementary and middle school science curriculum.

This research and demonstration project is designed to gather data on the educational value of low-cost probeware. The project studies the implementation of

probeware that interfaces with Personal Data Assistant (PDAs) handheld devices to determine whether educational materials can be developed to improve student learning of standards-based concepts.

Students were introduced to PDAs and learned the protocols used to write reports and to share those reports with one another and their teacher. In the Spring, the students began to investigate two physical science units, forces and motion and energy conservation.

Through this project, teachers have established a classroom atmosphere that encourages careful and critical observation. Using these materials will help students carefully observe the data that the tools capture and come to a greater understanding of the science concepts behind forces and motion and energy conservation.

SOCIAL STUDIES K-8

After a comprehensive review of social studies texts, the Grade 7/8 social studies teachers selected as their new text *The History of Us* by Joy Hakim. This text presents the story of the lives of the everyday people during various historical periods rather than focusing exclusively on political leaders. Women are represented as well as other minority and ethnic groups that are often absent from other texts reviewed. The texts are used to supplement materials such as literature, geography materials, primary sources, technology, and videos.

The Brookline Foundation has awarded a grant to Grade 7/8 social studies teachers to bring more technology into their instruction. The Foundation-funded project will link more computer hardware in classes where Social Studies teachers have agreed to work on targeted Professional Development. This year's grade 7/8 teacher will then teach their colleagues in exploring ways that technology can strengthen teaching and learning. With more computers and related technologies in their classrooms, teachers will be able to communicate with their peers across town to produce better quality lessons.

CHINA EXCHANGE AND LANGUAGE

The China exchange began with two major initiatives, the *China Studies Partnership* and a Chinese language program. The first exchange teachers came to Brookline from the Gao Xin School in Xi'an, China in 1999. Since that time, Brookline has exchanged teachers and students with our sister-school in Xi'an. One of the first exchange teachers taught all of the 6th graders Chinese three times a week at Driscoll School. The language was taught concurrently with a study of Chinese history, geography, culture, and literature. As a result, much of the on-going curriculum was strengthened with the energy and enthusiasm of having a Chinese teacher in the classroom.

This has led to an expansion of the teaching of Mandarin at other schools. In addition, students in grades 7 and 8 have the option of taking Chinese as their regular world language course. The 7/8 option for Chinese language instruction is available at both Driscoll and Pierce Schools. 8th grade students participating in the Chinese language option will be evaluated for placement in Mandarin III at Brookline High School. Many Brookline teachers continue to enroll in the China Studies program at Primary Source and will be traveling to China in April.

Parents and Community

Brookline families have served as host families for a team of students from the Gao Xin School of Xi'an, China. Brookline families host the exchange teacher who helps with Chinese language instruction at our schools, while other families provide homes for the students who are enrolled at Brookline High School. Host families and friends have provided occasional activities and opportunities for the Gao Xin students

ELEMENTARY FOREIGN LANGUAGE PROGRAMS

Local funding provided the necessary resources to launch primary grade foreign language programs at the Heath and Runkle Schools in 2001-2002. The Devotion School program begins in September, 2002.

In addition to this local initiative, the Freeman Foundation awarded a three-year grant to study Asian languages in elementary schools, beginning in September, 2000 and ending in June, 2003, to the Driscoll School in order to establish a grade 1-6 program in Chinese. The Freeman Foundation has since awarded a second three-year grant, beginning in September, 2001 and ending in June, 2004, to bring similar programs to the Lincoln, Baker, Lawrence, and Pierce Schools.

The Foreign Language department strives to offer all students in Brookline ways to become proficient in a language other than English, to be knowledgeable of other cultures and peoples, and to begin the study of foreign languages in 1st grade and continue until grade 12 in all eight elementary schools.



School Committee

TECHNOLOGY UPDATE

A state Department of Education grant has increased access to technology for the kindergarten, first grade, and second grade students. Second grade students have been introduced to word processing and to digital photography. The students wrote original poems in AppleWorks and then inserted digital pictures of themselves into their work. First graders are now working on writing and illustrating using KidPix Studio Deluxe to create a class slideshow.

Students in the upper grades are using iBooks in their classrooms to extend traditional lessons. Science students log on to the micro observatory lab at Harvard University to manage telescopes and take pictures of the solar system. Wireless technology increases flexibility in scheduling classes, provides greater access to technology, and enables teachers to integrate technology more seamlessly into their curriculum.

SPECIAL EDUCATION INITIATIVE

Differentiated Instruction

Addressing the learning needs of special education students translates into effective teaching for all students. The Special Education department works with all teachers to bring best practices in special education to the mainstream classroom teachers. Helping some students take good notes, improve outlining strategies, organize their time, achieve new study skills, and learn by different modes is helpful for all students.

The Differentiated Instruction initiative was launched during the Summer of 2002. Eight Learning Center special education teachers and administrators at the High School created a series of model approaches for the High School. To support this initial work, each of the eight special education teachers will be assigned to a department as a consultant for the 2002-2003 school year. In this role, they will work closely with all Brookline High School teachers for differentiated instructional strategies.

Determining Measurable Performance Standards

This process of defining new measurable performance standards for the High School requires:

- 1) Identifying what we want our students to know, understand, and be able to do when they complete courses in the Brookline Schools;
- 2) Analyzing evidence that will best assess how students are progressing; and
- 3) Planning learning experiences and instruction that enables our students to achieve the desired results.

Brookline Adult and Community Education Program

The Brookline Public Schools' Adult and Community Education Program, the largest non-credit public education program in Massachusetts, has expanded

the concept of learning throughout the Brookline community and beyond. Offering a curriculum of over 500 courses in addition to special and on-going civic projects during the Fall, Winter, Spring, and Summer, the program has grown to over 20,000 enrollments. The program provides courses for adults, school children, and introductory language training for new residents and older adults. A broad menu of adult courses are offered that reflect community interest in the world, including Chinese, Japanese, Russian, French, Spanish, Arabic, and American Sign Language instruction. Students discuss world affairs and global investing and explore the ethnic music, dance, and cooking of many cultures.

Courses focusing on philosophical and spiritual awareness and reflection also respond to active community interest. Each term, regular program offerings include humanities, music, dance, exercise, arts, computers, cooking, business, and investment courses for various skill levels. The highly qualified instructors are drawn from Brookline and neighboring towns, and include artists, entrepreneurs, skilled craftspeople, and professional educators. Throughout the year, the Brookline Adult and Community Education Program sponsors a number of special events such as the Lehrhaus with Congregation Kehillath Israel, the annual Concert in Honor of Roland Hayes, the annual Public Health Forum, hosted by former Massachusetts Governor Michael Dukakis, and the Thursday Evening Lecture Series.

The Brookline Adult and Community Education Program also presents musical events and concerts. In celebration of Black History Month, the 13th annual Gospel Jubilee, held at the United Parish Church in Brookline, featured five outstanding nationally recognized gospel groups.

On-going co-sponsored courses with various town entities, such as the Council on Aging, Brookline Community Mental Health, the League of Women Voters, and the Brookline Public Library, continue to be mainstays of the program.

Through its proud tradition of public schooling, the "business" of Brookline has always been education. The Brookline Adult and Community Education Program built on this tradition, expanding the concept of community education to serve the many diverse constituencies that make up the Brookline community. Our goal is to continue to bring the community together in its essential work-education for the improvement of the quality of life for all its members.

The BPS Curricular Web Site: Curriculum Coordinators

The "Curriculum Connections" Web site provides curricular resources for students, teachers, and parents. Located at <http://bec.brookline.mec.edu>, the site includes the complete K-8 Learning Expectations,

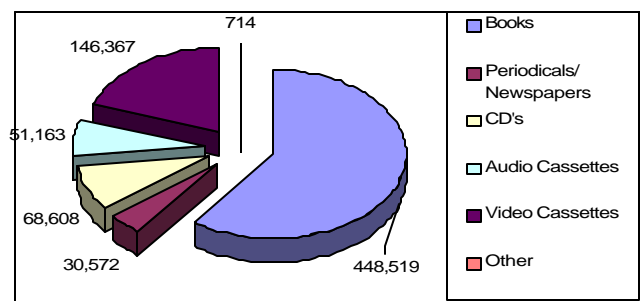
as well as curricular links. In an effort to promote better instruction, the Office of Curriculum and Instruction is increasingly using telecommunications. Those with Internet access can find revisions and additions to the Learning Expectations on the new Web site. The Curriculum Areas portion of the web site

offers teachers and students links that provide general resources and complement specific curricular units. In the future, we hope to add Web sites for grade levels and academic areas not currently represented on the site.

LIBRARY

GENERAL

In late December, 2000, construction bids came in several hundred thousand dollars above our estimates for the restoration of the Main Library. With the cooperation of Town Meeting, the Board of Selectmen, and the Brookline Library Foundation, sufficient funds were made available to allow the Trustees to proceed with the renovation of the Main Library, and a contract was signed with B.B.C., Inc. The Main Library closed on Saturday, January 6, at 5:00 PM. The Coolidge Corner Library was open on Sunday, and all libraries were closed on Monday January 8. On January 9, a new "mini" branch library opened in the lobby of Town Hall, and service resumed at both the Coolidge and Putterham branches. Approximately 10,000 items were transferred to Coolidge Corner and 5,000 to Putterham. The Town Hall branch accommodated 1,500 items. We also "loaned" more than 1,000 items to the Brookline Public School libraries for students' use while the Main Library is closed. More than 230,000 books were shipped to a warehouse for storage.



Although we realized that the Main Library would be missed, we were determined to continue to provide the very best library service we could during this difficult time. The library circulated 703,388 items in 2001, a decrease of 15% from the prior year, a figure well below our expected decline of 25-30%. Statewide, circulation per capita was unchanged from the prior year. In spite of this decrease, Brookline remains the sixth most heavily used public library system in the Commonwealth.

STAFFING

Full-time staff work 37 hours per week, including evenings, Saturdays, and Sundays. Staff hold Bachelor's degrees in a wide range of subjects including English, French, German, history, literature, mathematics, music, and computer science, with 22 of the full-time employees holding Masters' degrees in library science. Currently, the library employs 38 full-time staff members, which is three fewer than before the renovation began. Since before the closing of the

Main Library for renovation, we have not filled full-time vacancies and have cut back on our use of part-time employees. While this approach saved funds and avoided layoffs, it created significant staffing challenges. Full-and part-time staff have worked very hard to handle a level of usage that has been much greater than was expected during this time.



Library Staff

In spite of this, staff continued to participate in a wide range of staff development and training sessions sponsored by the Minuteman Library Network, Metrowest Regional Library System, and the Commonwealth of Massachusetts. Most of these sessions focused on various computer software applications.

SERVICE

Patrons continued to make extensive use of our services during the year. Circulation at the Coolidge Corner Branch almost doubled, rising an average of 98% per month over the prior year's totals. Usage at Putterham rose 52%, and by the end of the year, close to 6,000 items were being borrowed at the Town Hall Branch each month.

The Coolidge Corner Branch became the de-facto Main Library. The core of our reference collection was relocated, and, for the first time, the branch offered a separate reference desk that was staffed by two professional librarians at all times. Twelve PCs connected to the Internet were in almost constant use and circulation of the Chinese and Russian language collections continued to increase. Library hours were expanded to include Monday and Wednesday evenings, for a total of 63 hours per week.

At Putterham, circulation increased 52%. The branch was open an additional 16 hours each week, including, for the first time, Sunday afternoons. In addition to a reference desk, the branch benefited from the presence of a full-time professional children's librarian.

In September, the branch celebrated its 40th year of service to the residents of South Brookline with a reception attended by almost 100 residents.

Access to a wide range of electronic information sources continued to grow. Some of these services are paid for by the State or the Metrowest Regional Library System and others are made available through our membership in the Minuteman Library Network (MLN). MLN is a consortium of 35 public and six academic libraries who work together to enhance service for library users. MLN has a web site (www.mln.lib.ma.us) that provides links to many useful Internet resources. Many of the databases available at the library may also be accessed from your home by visiting the MLN web site or the Brookline Library's web site at (www.brooklinelibrary.com).

In spite of the circumstances, we continued to expand access to the Internet at all three libraries. We offered full graphical access through 18 workstations, an increase of five from the prior year. In addition, several new information sources were made available. We provide home access to Contemporary Authors, Contemporary Literary Criticism, Health Reference Center, and full text to almost 3,000 magazines. We have added the Oxford English Dictionary and Wilson Biographies Plus Illustrated for in-library use. The latter contains more than 95,000 biographies and obituaries and more than 26,000 photographs of the subjects.

Over the past several years, we have reported on the increasing levels of resource sharing that has taken place as a result of our membership in MLN. We knew this would be very important to our patrons while the Main Library's collection was in storage. During 2001, we borrowed 27,438 items for our patrons from other Minuteman member libraries, a 79% increase over the prior year. This will decrease when the Main Library reopens, however.

RENOVATION

As soon as the Main Library closed, work began to empty the building so the contractor could begin work. After transferring 16,000 items to the branch libraries, the remainder of the collection was packed and moved to a secure warehouse for storage. More than 230,000 items are unavailable until the project is completed. Supplies and needed furniture were moved to the Putterham Meadows Golf Club for storage while all surplus equipment was sold at a public "yard sale", with the \$18,000 in proceeds going to the Town's General Fund. On Friday, February 9, the building was turned over to BBC, Inc., the general contractor whose low bid for the project was \$9,731,067. Total project cost, including architectural fees, testing, inspections, furniture, and equipment, is expected to be \$13,000,000.



Main Library under Renovation

Delays in the delivery of structural steel and limestone caused some concern, but by year's end, the project seemed to be progressing on-time and on-budget. The contract calls for "substantial completion" in August, 2002. Once that milestone is reached, furniture and equipment can then be installed. By September, we hope to begin the process of re-shelving the 230,000 items from storage and training staff in the operation of the new facility. We hope to reopen to the public sometime in October.

The fully restored building will double the size of the Children's Room, provide an additional 18,000 sq. ft. of public space, fully utilize the latest information technologies, and be fully compliant with the Americans with Disabilities Act (ADA). The Brookline Library Foundation, a private non-profit corporation, has pledged to raise \$4 million toward the cost of the project. By December, 2001, through the hard work of a dedicated group of volunteers, the Foundation had raised more than \$3.8 million in cash and pledges. You can support this effort by contacting the Foundation at 730-2367.

FRIENDS AND BLMA

Because the Main Library was closed, it was impossible for the Friends of the Library to conduct their annual booksale, and thus revenues for the year were limited to dues and donations. The Friends took an active role in supporting library services nonetheless by providing funds for a variety of programs and activities, including a series of Summer programs for children and their families. The Brookline Library Music Association (BLMA) celebrated its 50th anniversary with a concert held at Saint Paul's Church.

CONCLUSION

With the Main Library closed, we realize that 2001 was a difficult year for many of our patrons. Those who regularly used the Main Library had to adjust to either the new Town Hall Branch or find their way to Coolidge Corner or Putterham. Although the collection at the Town Hall branch is small, it offered a presence in

Brookline Village for those who might find it difficult to get to one of the other two branches. Materials can be requested from any member of MLN and delivered within a few days in many instances. We very much appreciate the patience demonstrated by our patrons during this difficult time.



Library Trustees

A special thanks must go out this year to the library staff who have worked so hard to maintain the highest level of service possible. It took a tremendous effort to close the Main Library, and then to keep up with patron demands in very cramped facilities. The Trustees and staff greatly appreciate the support the library continues to receive from the Board of Selectmen, Advisory Committee, Town Meeting, and other municipal departments. Most importantly, however, we want to thank our patrons who demonstrated their patience while continuing to make great use of our services during these trying times. We look forward to the opening of a beautifully restored Main Library late in 2002.

PLANNING AND COMMUNITY DEVELOPMENT

The Department of Planning and Community Development is responsible for managing and coordinating the Town's planning, development, zoning, subdivision, design review, capital improvement, housing, historic preservation, and grant programs. The Department also provides support to the Planning Board, Board of Appeals, Housing Advisory Board, Economic Development Advisory Board, Preservation Commission, and other appointed committees and task forces.

The Department's mission focuses on providing and facilitating: the highest level of service to residents, businesses, and institutions; timely communication and active citizen participation; strategic and proactive planning to appropriately guide and manage short- and long-term development, redevelopment, and capital investment; conservation of cultural, historic, and environmental resources; preservation and expansion of affordable housing; initiation of economic development policies, programs, and projects to support business opportunities and the enhancement of commercial areas; and improvement of our community's overall quality of life.

Robert J. Duffy, AICP, serves as Director of the Department with Christopher J. Ryan, AICP, as Assistant Director. Administrative and clerical support for the Department is provided by Linda Hickey, Senior Clerk Secretary, and Derick Yung, Community Development Secretary. The Department's dedicated professional and technical staff are effectively organized under four divisions and offices: planning, housing, historic preservation, and community development.

During 2001, the Department initiated or completed the following significant projects.

Comprehensive Plan

The Department, in conjunction with the Planning Board and Comprehensive Plan Committee appointed by the Board of Selectmen, completed the first phase of an 18-24 month work program to produce a new 10-year Comprehensive Plan for Brookline. The initial phase of the planning process focused on the analysis of existing conditions and the identification of preliminary issues and opportunities to guide the eventual formulation of goals, policies, and recommendations. A series of seven neighborhood forums were also held to insure broad-based participation during this early phase of the planning process.

In the Fall of 2001, the Town issued a request for proposals for comprehensive plan consultants. From the many qualified consultants who responded, the Comprehensive Plan Consultant Selection Committee recommended that the Board of Selectmen retain the consultant team lead by Goody, Clancy and Associates (GCA). GCA is an award winning Boston-based architectural and planning firm that focuses on community based planning efforts. GCA will assist Brookline with the preparation of the Comprehensive Plan and supporting Action Plan.



**Goody, Clancy and Associates
Proposed Cover**

Zoning By-Law Review

In the Summer of 2000, the Board of Selectmen appointed a Zoning By-Law Commission to review the Town's current Zoning By-Law and develop a set of recommendations as part of a phased work program to be considered by Town Meeting during 2001 through 2003. The first phase of this effort, which involved a basic and preliminary examination of the Zoning By-Law's organization, content, clarity, administration, interpretation and application, was completed in the Summer of 2001 and resulted in the release of an advisory report. This report, entitled "Final Work Program, Part I—Executive Summary", discussed the process and developed a set of short range projects and actions designed to achieve the goals established by the Commission and to meet the charge given the Commission. The first action recommended in the report was implemented by the adoption of changes to the Zoning By-Law regarding floodplain requirements. In addition, staff developed a second report entitled, "Final Work Program, Part III—Long Range Projects",

which lists the projects and actions that were placed in the long-range time frame that generally coincides with 2004 and beyond. However, further review and comment of these projects will be required by the Comprehensive Plan Committee.

In the Fall of 2001, the Town executed a contract with the consultant team of attorney Mark Bobrowski and Community Planning Solutions to assist in the development of draft by-law amendments as directed by the Final Work Program. At the time of the adoption of the floodplain requirements, the Planning Division was already working with the consultant team on draft by-law changes scheduled for the 2002 Spring Town Meeting. It is anticipated that the short-range program will extend to the end of 2003 and result in a significantly revised and updated Zoning By-Law at that time. Additional projects and actions associated with the long-range program have a policy orientation and will require additional scrutiny and analysis.

Preservation of Affordable Housing for Seniors

Based upon a recommendation by the Housing Advisory Board (HAB), the Board of Selectmen voted to enter a Memorandum of Understanding with the Hebrew Rehabilitation Center for Aged (HRCA) that will result in the expansion and extension of affordability at the three senior developments currently owned by the Stern family. Located at 1550 Beacon Street, 100 Center Street, and 112/120 Center Street, these properties serve a total of 520 elders and constitute more than a quarter of Brookline's affordable housing stock. Classified as "expiring use", the level of affordability has decreased in these buildings over the past few years and could be totally phased out within 10 to 16 years. Following several months of staff work with representatives of Hebrew Rehab, the Board of Selectmen voted to commit \$1 million from the Housing Trust Fund; to seek State approval for the release of the properties from current 121A contracts; and to support HRCA in seeking the financing and subsidies that will allow it to acquire the buildings, make a minimum of \$5 million in improvements, increase the current proportion of subsidized tenants to 66% percent, and maintain that level for a minimum of 40 years.

St. Aidan's Committee Goals, Principles, and Guidelines Report

During 2001, the St. Aidan's Study Committee met to review and finalize a working set of goals, principles, and guidelines that address the future reuse of the property and the interrelated issues of preservation, mixed-income housing, integrated design, open space, and parking and traffic. The Committee, which consists of representatives from the neighborhood, Board of Selectmen, School Committee, Preservation Commission, Planning Board, Housing Advisory Board, and Economic Development Advisory Board, formulated a draft report based on: an assessment of the church

buildings, property, and landscape; evaluation of the adaptive reuse feasibility of the church for housing; and consideration of conceptual massing studies and the basic financial implications and trade-offs associated with a range of reuse options. The Committee completed its work in early 2002.

Master Plan for Fisher Hill Reservoirs

The Town officially launched the Fisher Hill Reservoirs Master Plan project. An oversight committee, consisting of representatives from the Fisher Hill Neighborhood Association, Conservation Commission, Preservation Commission, Housing Advisory Board, Planning Board, Economic Development Advisory Board, Board of Selectmen, Newbury College and Greenspace Alliance, was formed to oversee the planning process. The committee is staffed by the Planning and Community Development Office, the Economic Development Office, the Department of Public Works, and the Recreation Department. The initial assessment phase of the work commenced in January, 2002. This phase will set the framework for the development of reuse concepts by identifying the technical constraints and opportunities the reservoir sites present.

Affordable Housing Opportunities and Forums

The Department assisted the initial efforts of the Housing Opportunities Task Force (HOTF), which was appointed by the Board of Selectmen. The Task Force consists of representatives from the Housing Advisory Board, Economic Development Advisory Board, and Brookline Housing Authority. The HOTF is charged with identifying potential opportunities and incentives to preserve and create affordable housing. In addition to completing a preliminary assessment of the potential range of opportunities and incentives, two major public forums on affordable housing were held in January and February.

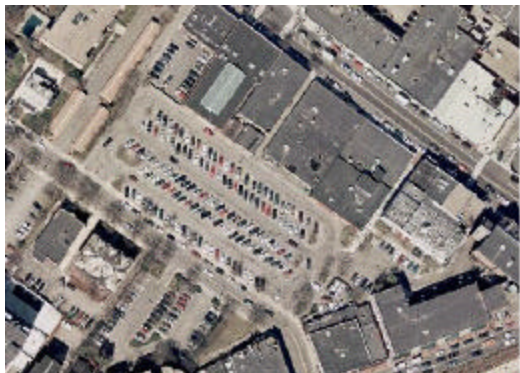
Executive Order 418 – Housing Certification

During 2000, Executive Order 418 was issued by the Governor of the Commonwealth of Massachusetts requiring communities to submit a Housing Certification report defining activities and actions taken to stimulate housing production. Eligibility for specific state grants is linked to successfully completing the housing certification process. The Department completed the Housing Certification report for submission by the Board of Selectmen to the Department of Housing and Community Development. The report, which resulted in Brookline's certification, identified the significant efforts underway to address housing production.

Commercial Areas Parking

The Department assisted the Commercial Areas Parking Implementation Team Committee with the

implementation of the final Commercial Areas Parking report focusing on improving on- and off-street parking management, supply, and enforcement in commercial areas. The report, which was produced in conjunction with a series of public forums, recommended a five-year implementation program.



**Aerial View of Coolidge Corner Parking
on Centre Street East and West Lots**

Consolidated Strategy and Plan

The Department completed the second annual Action Plan for the Five-Year Consolidated Strategy for submission to the federal Department of Housing and Urban Development (HUD). This important document serves as Brookline's application for the formula grants that the Town receives annually, including the \$1.8 million Community Development Block Grant (CDBG).

Community Preservation Act

The Community Preservation Act (CPA) was formally approved by the Massachusetts legislature on September 14, 2000 and became effective on December 13, 2000. The CPA, through a surcharge of from 1-3% of the annual real estate tax levy, enables local communities to establish a dedicated source of funds to protect open space, preserve historic resources, and create affordable housing. In conjunction with the Assessor's Office and Town Administrator's Office, the Planning and Community Development Department prepared several initial reports to assist the Board of Selectmen, boards and commissions, and the community with an initial understanding of the CPA and its potential applications and impacts. The Department also provided financial impact information for a CPA information session held in January.

Management and Tracking of Planning Board and Board of Appeals Applications

In conjunction with the Information Technology Division (ITD), the Department initiated the first phase of an extensive process that will lead to the establishment of computerized files and processes necessary to intake, analyze, manage, and track Planning Board and Board

of Appeals applications, reports, conditions, and decisions. In 2001, ITD developed a set of data entry screens for Board of Appeals cases. Following the development of these screens, Planning and Community Development joined with staff from the Town Clerk's Office and the Building Department to train in the use of the Permits Plus program, generally, and the screens, in particular.

Update

The Department's monthly Update publication was further enhanced and expanded both in print form and on-line as part of the Town's web-site. Update continues to provide timely news regarding important planning and community development activities, projects, and programs within or related to the Town of Brookline. Update is widely distributed to Town agencies, boards, and commissions, and the Brookline community and can be viewed at www.townofbrooklinemass.com.



**Sample of Monthly Update
Publication**

Chestnut Hill Waterworks Advisory Committee

The Board of Selectmen appointed a representative from the Planning and Community Development Department to the Chestnut Hill Waterworks Advisory Committee. This Committee was established to assist the Massachusetts Division of Capital Asset Management (DCAM), Office of Real Estate in developing criteria for the disposition of the 7.9 acre site on Beacon Street in Chestnut Hill used as a pipeyard, pumping station, and MWRA offices. There are several buildings of architectural and/or historical significance on the site and one of DCAM's goals in the disposition process was the preservation of the significant buildings.

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appointed committees, guides applicants through the special permit, variance, and design review processes, and represents the Planning Board at Board of Appeals hearings. The Division also prepares facade and sign design review reports and presents them to the Planning Board for its approval. In addition, the Planning Division conducts research and prepares studies and plans to guide physical development and capital investment in the Town.

The Planning Division is comprised of three full-time and one part-time staff person. Chief Planner Polly Selkoe, AICP, conducts design, special permit, and variance reviews and administers the Board of Appeals and Planning Board processes. Assisting Ms. Selkoe are Planners Jennifer Goldson, AICP, Robert Leigh, and part-time Planner Intern Christopher Brown, who assists with the caseload.

Planning Board

The Planning Board is a five-member citizen committee appointed by the Board of Selectmen to serve in a primarily advisory capacity on town planning and community development issues. The Board holds evening public meetings approximately every two weeks to consider and make recommendations on all Board of Appeals cases. Additionally, the Board reviews all proposed commercial signage and facade alterations in the Town. Current members include Jerome Kampler, who serves as Chairman, Kenneth Goldstein, Mark Zarrillo, Linda Hamlin, and Steve Heikin.

The Planning Board also convenes Design Advisory Teams (DAT's) to evaluate the design aspects of large development projects and chooses Board members to serve as liaisons to other Town Committees, such as the Housing Advisory Board, the Comprehensive Plan Committee, and the Zoning By-Law Commission.



Planning Board

Development and Design Review

During 2001, the Planning Board heard approximately 79 Board of Appeals cases and 76 cases for design review of signs, awnings, and facades for a total caseload of 155.

The year 2001 was dominated by with proposed residential projects and renovations to two educational facilities: the Lawrence School and the prior Hebrew College, now owned by Wheelock College. Projects recommended favorably by the Planning Board and approved by the Board of Appeals included:

- 110 Cypress Street, which includes a renovation of the existing historic Ritchie Building and a new attached building for a total of 45 residential units;
- 520 Heath Street for 23 residential units;
- 550 Heath Street for 49 residential units;
- 1134-46 Beacon Street for 14 residential units;
- 51-53 Park Street for nine residential units;
- 187-191 High Street, the former Carey Lumber Yard site, for 12 residential units;
- 2-4-6 Larkin Road and 12 Larkin Road for seven new residential units; and
- 1-3 Harvard Square in Brookline Village for two residential units above retail space.

When these projects are completed, the housing supply in Brookline will be increased by 161 units, 17 of which will be affordable units.



Rendering of 51-53 Park Street

DAT's were formed to assist the Planning Board in its design review of 520 Heath Street, 550 Heath Street, 110 Cypress, and 1134-46 Beacon Street. Design Team meetings were also held at the request of the Board of Appeals for the proposed 40B Comprehensive Permit residential project at 121 Centre Street. Numerous hours were spent by Brookline architects and other design professionals who volunteered their time to help make these projects as responsive as possible to neighborhood concerns and be an asset to the appearance of the Town.



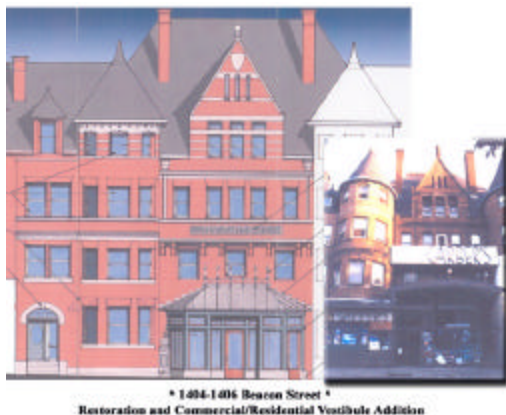
Ritchie Building Elevation, 110 Cypress Street

Design review of signs, awnings, and commercial facades continues to be an important part of the Planning Division and Planning Board's responsibilities in preserving and enhancing the attractiveness and viability of the Town's commercial areas. New signs, facades, and awnings in Coolidge Corner include: a new marquee for the Coolidge Corner Theatre at 290 Harvard Street; a renovated marquee for Pelham Hall at 1284 Beacon Street; and major facade renovations, including the removal of 1950 storefront additions for the Garber Travel Building at 1404 Beacon Street; and in Brookline Village, new banners for Fitness Unlimited at 62 Harvard Street.



Coolidge Corner Theatre Rendering

The Planning Division works closely with the Economic Development Office and the Housing Division to facilitate current and future development proposals and preserve and produce affordable housing in Brookline. Specifically, the Division has been meeting this past year with a developer who is interested in building housing on a site near the intersection of Aspinwall and St. Paul Streets, which would include affordable units on site.



Garber Travel, Beacon Street Photo Rendering

The Planning Division assisted with preparation and review of zoning amendments and reports for the Fall 2001 Town Meeting. Additionally, the Planning Staff has worked with the Zoning By-Law Commission and Housing Advisory Board and its consultants on recommendations for the restructuring and recodification of the existing Zoning By-Law. Lastly, the

staff works with the Town's Information Technology Division in producing GIS maps to inventory existing wireless communication facilities and aid in the evaluation of future growth and development.

Housing Division

The Housing Division aims to maintain the diversity of the Brookline community by using available resources to create housing opportunities for households with a range of incomes. It does so through four primary functions: preservation of existing affordable housing for renters and homebuyers; the development of new affordable housing for renters and homebuyers; administration of programs that provide counseling and financial assistance to potential homebuyers; and financial and technical assistance for emergency repairs and abatement of lead hazards to eligible Brookline property owners.

This year the Housing Division was reorganized and expanded to better carry out its functions. It is now comprised of three staff persons and one consultant. Francine Price, Housing Development Manager, focuses on policy, new program directions, and project development; Bruce Genest, Housing Project Planner, focuses on homebuyer programs and project management; and new staff member Virginia Bullock, Housing Project Planner, will focus on multifamily development and project management. Project Counsel Sara Wallace provides legal support.

Housing Advisory Board

The Housing Advisory Board (HAB) was established by Town Meeting in 1987 and is charged with recommending housing policies, plans, and programs for the Town, in particular those relating to the promotion of affordable housing, as well as the use of housing resources. The seven-member Board includes: Amy Anthony, an affordable housing consultant who formerly served as the chief housing official in the Dukakis Administration cabinet; Roger Blood (Chair), a management consultant specializing in residential mortgage credit risk and insurance; real estate professional Leslie Fabian as designee from the Brookline Housing Authority Board; attorney Ken Goldstein as designee from the Brookline Planning Board; senior activist Joan Lamphier as the tenant advocate for affordable rental housing; Kathryn Murphy (Vice Chair), a senior real estate attorney at a major Boston law firm whose experience includes affordable housing projects; and Kathy Spiegelman, the former Director of Community Development in Cambridge and currently responsible for real estate and planning, including affordable housing initiatives, at Harvard University.



Housing Advisory Board

Current Housing Programs

The Housing Division manages a variety of federal, state, and privately-funded resources to provide financial and technical assistance to eligible developers and consumers of affordable housing. As a member of the Belmont/Brookline/ Newton/ Waltham/ Watertown (BBNWW) HOME Consortium, Brookline receives approximately \$400,000 per year in federal HOME funds. The Town also has access to almost \$100,000 per year generated by a revolving loan fund initially capitalized through CDBG. Beginning in 1999, the Town has received payments into its Housing Trust by developers providing cash in lieu of affordable units, as permitted under the Town's Inclusionary Zoning By-Law, as well as by an allocation of free cash approved by Town Meeting in May, 2001. By the end of 2001, \$2.4 million had been received from developers, and \$1 million from the Town.

Preservation of Existing Affordable Housing

The Housing Division seeks to preserve two types of existing affordable housing – those units originally developed under state and federal programs with “expiring” commitments to affordability, and properties such as lodging houses which, without formal programs, have traditionally served lower-income persons.



Preservation of affordable senior housing at 1550 Beacon Street

During 2001, the Town, working with the HAB's Preservation Subcommittee, reached an agreement with Hebrew Rehabilitation Center for Aged aimed at preserving affordable housing at the senior housing developments at 100 and 112 Centre Street and 1550 Beacon Street. Hebrew Rehab had proposed the acquisition and upgrading of these three “expiring use” developments, which contain 520 units — about one

quarter of the Town's affordable housing stock. These developments were losing affordable units through attrition, and their affordability controls were expected to expire within 10 to 15 years. The Town's commitment to allocate \$1 million in Housing Trust funds and to terminate the 121A tax agreements were matched by Hebrew Rehab's agreement to substantially increase the level and length of affordability provided at these three developments. With Hebrew Rehab's purchase, 310 to 340 of the units will be provided at below-market rents for income-eligible seniors for an additional 40 years. The Town's commitment is expected to help Hebrew Rehab achieve the financing it requires from state sources to complete the purchase.

In 2001, the Town provided \$1,045,000 in HOME and Housing Trust financing, as well as technical support, to the Brookline Improvement Coalition (BIC) as it purchased the dilapidated lodging house at 1754 Beacon Street and carried out the process of selecting a developer/owner. By year's end, the successful candidate, Pine Street Inn, had received commitments totaling \$1.6 million from three state-supported affordable housing programs. This should allow Pine Street Inn to repay most of the Town's allocation from the Housing Trust, as well as renovate this historic building and create 14 permanently affordable rooms and efficiency apartments.



Preserved lodging house at 1754 Beacon Street

New Affordable Housing Development

The Housing Division, in collaboration with the Economic Development Office, continued to work with the Housing Opportunities Task Force (HOTF), appointed by the Board of Selectmen in 2000. Co-chaired by two Selectmen, the Task Force includes two members of the HAB and two members of the Economic Development Advisory Board with extensive experience in affordable housing development, as well as a member of the Brookline Housing Authority Board of Directors. In response to the HOTF's concern about public education, the Town held two Community Forums on Affordable Housing in the beginning of

2001, each attracting over 100 people. The Forums addressed several questions, including the importance of affordable housing programming to maintain the Town's historic diversity, and how quality housing can be designed in Brookline and still be affordable. The HOTF has also served as a sounding board to potential affordable-housing developers.

Also in collaboration with the Economic Development Office, the Housing Division does outreach to Brookline property owners, brokers, and potential developers to explore opportunities to create additional affordable housing. The Division works with local task forces, including the Saint Aidan's Study Committee, the Fisher Hill Master Plan Study Committee, and the Comprehensive Plan Committee, to promote neighborhood-appropriate, mixed-income housing development.

Homebuyer Assistance

During 2001, the Town updated its homebuyer assistance program by increasing the maximum amount of shared appreciation loans available to each buyer from \$50,000 to \$75,000 to help narrow the widening gap between market prices and what program-eligible households can afford. The revisions also give the Town greater controls over unit resale terms. The Town achieved its second set-aside of state funds through the Soft Second Program, which provides income eligible homebuyers with public subsidies, as well as private benefits through Boston Private Bank, the Town's program partner. By the end of the year, the Town had provided financial assistance that allowed one family facing displacement to purchase its own condominium unit, and technical assistance that allowed three additional households to purchase through the Soft Second Program.

Inclusionary Zoning for Affordable Housing

The HAB's responsibilities include making recommendations to the Planning Board and Board of Appeals regarding implementation of the affordable housing provisions of the Town's Zoning By-Law. Housing developers seeking Town approval of projects containing six or more units must offer a plan for making 10%-20% percent of the proposed units affordable to income-eligible owners or renters. Developers of projects with six to 15 units may choose to make a cash contribution to the Brookline Housing Trust in lieu of producing affordable units directly.



Inclusionary zoning at Kendall Crescent on Cypress Street

During 2001, the HAB continued to work with developers of diverse projects containing an affordable housing component. Examples include:

- ❖ Negotiations resulting in five rental units to be available for low-income tenants at 110 Cypress Street; and three and seven units for sale to upper-moderate income buyers at 520 and 550 Hammonds Street, respectively.
- ❖ Support for variances for development at 51-53 Park Street, which will allow the developer to build an attractive nine-unit building and provide two affordable housing units for moderate-income buyers (the first voluntary on-site units in a project with fewer than 16 units).
- ❖ The sale of two affordable condominium units at Kendall Crescent on Cypress Street to moderate-income buyers selected by lottery from 399 applicants during the Summer of 2000.
- ❖ The rent-up of two new affordable units – containing three and four bedrooms, respectively – for low-income families at the 21-unit Village Lofts Condominium on Kent Street in Brookline Village.



Inclusionary zoning at Brookline Village Lofts on Kent Street

Zoning By-law Review

With the benefit of several years of experience, and in coordination with the work of the Zoning By-Law Commission, the HAB initiated a process for reassessing the affordable housing (inclusionary zoning) requirements of the by-law. The HAB engaged a consultant to assist in identifying the issues, and by the end of the year, the HAB was finalizing a redraft aimed at making the by-law more effective through simplification and clarification of requirements and processes for developers.

Executive Order 418 Housing Certification

Executive Order 418 seeks to encourage the development of housing affordable to low-, moderate-, and middle-income families by giving priority for discretionary grant funds to communities that are taking steps to increase the supply. The Town achieved certification for the period ending June 30, 2002 for increasing the supply of housing completed in 2000 by 73 eligible units and for taking 34 proactive steps to encourage affordable housing.

Historic Preservation

The Historic Preservation Office provides support to the Preservation Commission. The office also engages in public outreach, grants administration for historic and landscape preservation, the conducting of surveys of historic resources, and historic preservation assistance to other Town departments, commissions, and boards. Preservation planners Greer Hardwicke and Roger Reed both serve as part-time staff in the Historic Preservation Office.

The Brookline Preservation Commission (BPC) is charged with the responsibility to promote the educational, cultural, physical, economic, and general welfare of the public through the preservation of the historical assets of Brookline, including buildings, sites, and districts of historical and architectural significance.



Preservation Commission

Appointed by the Selectmen, the Commission is comprised of: David England, Chair; Maurice Childs, Vice-Chair; Patricia Libbey; Dennis DeWitt; Sheri Flagler; Gary Gross; and Shantia Anderheggen. Commission alternates include: Wendy Ecker; William Rizzo; Elton Elperin; and Emily Livingston. The two preservation planners staff the Preservation Commission Office.

Local Historic Districts

The Preservation Commission and Office also administer the Town's two local historic districts, Pill Hill, with its 227 properties, and Cottage Farm, with 110 properties. The BPC reviews any exterior design changes and issues Certificates of Appropriateness, Non-Applicability, or Hardship findings for proposed building permits at its monthly meetings. This past year the commission acted on 54 applications.

Demolition

The Commission and Office also oversee the Demolition By-Law of the Town. Review of proposed demolition cases are completed based upon historical, architectural, and cultural significance. If a property is declared significant, alternatives to demolition are pursued by the participants. The Office processed 25 cases in 2001, with three determined significant: 120-122 Browne Street, the carriage barn at 230 Warren Street, and the spire at the Church of Our Saviour. The house at 120-122 Browne will be retained with additional housing behind it. An earlier case, 22 Payson, was slated for demolition, but was bought and is still standing. The house at 24 Winthrop will be replaced with two modern townhouses.



120-22 Browne Street

Preservation Awards

To acknowledge noteworthy efforts on behalf of historic preservation in the Town, the Commission held its 11th Annual Preservation Award ceremony in May. Properties recognized included 255 St. Paul Street, 160 Aspinwall Avenue, 102 Davis Avenue, and the Arcade Building. The Commission also recognized long-time member and former Chairman Judith Selwyn.



255 St. Paul Street

Certified Local Government

As a Certified Local Government, the Commission reviews projects involving National and State Register properties. The Commission continued to monitor the restoration work of the Olmsted Park section of the Emerald Necklace. Other properties reviewed were 1754 Beacon Street, the Lawrence School, 43 Hawes Street, Fire Station #1 on Washington Street, and the final plans for the Main Library.

Design Review for Planning Board

The Commission worked with the Planning Board and Division on over 30 cases, including the parking lot at the Stoneholm on Beacon Street, the façade of the Arcade building, the façades at 1404 and 1284 Beacon Street, 86 Powell, and 121 Centre Street. The Commission continues to participate in the Zoning By-Law Update and Comprehensive Plan processes.



Rendering of St. Aidan's

St. Aidan's

As the result of a charge from Town Meeting, the Commission undertook a study report to consider designating the St. Aidan's property as a local historic district.

Historic Properties and Landscapes

The staff continued to work with the Building Commissioner and the Historical Society to maintain the historic Town-owned buildings. A tenant was found for 29 Avon Street, who is restoring both the interior and exterior. Historic Structures Reports for Devotion House, the Putterham School, and Widow Harris House are being completed.



Devotion House

The Commission and Office continue to assist with the upgrading of its historic landscapes. The Office participated in a variety of projects including: the environmental review process of the dredging and restoration of sections of the Emerald Necklace; the feasibility study for the Carlton Street footbridge; reviewing landscape restoration plans; and removing parking at the top of the hill at Larz Anderson Park. It also worked with the Conservation Commission and DPW in the restoration of Hall's Pond and Amory Woods.

Historic Preservation Assistance

The staff assisted the Underground Railroad Committee in procuring the Network to Freedom designation for Brookline's two documented sites, 9 Toxteth and 182 Walnut Street. This is a special program established by the National Park Service.

The staff responded to over 400 inquiries for information and advice, including information about the founder of Harvey Radio. The staff was able to preserve over 250 lantern slides from the library at Brimmer & May School. The original owner and photographer was Emma G. Cummings, founder and headmistress of the Brimmer School. She was also the author of *Trees in Brookline*. The staff assisted the Conservation Commission in a presentation on cultural landscapes to the Chestnut Hill Garden Club.

Community Development Block Grant Program

The primary objective of the Community Development Block Grant (CDBG) program is the conservation and development of viable urban communities by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low- and moderate-income. Through the development of a Five-Year Consolidated Strategy and Plan, the Town is able to pursue its goals for community planning and development programs based on needs identified. With the submission of a One-Year Action Plan, the commitment to reasonably address needs given resources available is undertaken and provides the basis for assessing performance.

In fiscal reporting year 2001, the Town committed 87.9% of the \$1.9 million entitlement grant to activities that address the needs of and provide benefits to persons of low- and moderate-incomes. The Town has been unwavering in its commitment to activities that remove barriers for increasing handicapped accessibility, serving special needs populations, affordable housing, community facilities, and human services.

The responsibility for managing the day-to-day operations of the grant and sub-grant supported activities for the Community Development Block Grant entitlement program lies with CD Administrator, Gail M. Lewis. Assisting Ms. Lewis on a part-time basis with financial administration of the grant is Ms. Ewana Lindo-Smith.

Council For Planning and Renewal, Community Development Committee

The Council for Planning and Renewal's Community Development Committee (CPR CD) has been an integral part of town government since Brookline

received its first community development block grant. The responsibility for making recommendations on how the yearly entitlement grant is allocated has been their mandate for the last 28 years. The committee, which is composed of a diverse body of citizens from the community at large, painstakingly reviews applications for funding within the context of the grant regulations in order to provide the Board of Selectmen and Town Meeting with recommendations as to the best use of the entitlement funding. The members have represented areas of low- and moderate-income (income eligible) populations, are of low-income themselves, or citizens interested in making a difference in how the formula grant is used. Today, members of the committee, with care and dedication to meeting the needs of the Town's citizens, particularly those of low-income, challenge themselves to balance needs and resources available through the block grant.

Eligibility

The Department of Housing and Urban Development (HUD) has defined the Town as an entitlement community, communities with a population of over 50,000 that can directly apply to HUD for its formula grant funds. For over 28 years, the Town has been successful in its application to HUD for CDBG funds. For the last 10 years, the Town has also received another formula grant, HOME funds. These two grants allow the Town, within the parameters of the federal regulations, to pursue activities related to youth, the elderly, handicapped accessibility, community facilities, park/playgrounds, commercial revitalization, grant management, and housing, to name a few. Thus, these funds help to meet the Town's housing and community development needs as defined in the Five-Year Consolidated Strategy and Plan, which is described in detail below.



**Library Rendering
(Front Elevation Sharing Ramps)**

Consolidated Plan

In calendar year 2001, the Town completed its second year of the Five-Year Consolidated Strategy and Plan and entered the third year. The Plan serves as an application for the formula grants the Town seeks to receive, and as a strategic plan as how to equate defined needs with resources. HUD approved the Town's Five-Year Plan for FY2001-2005 during the summer of 2000. Over the five-year horizon of this plan,

the Town will annually prepare a One-Year Action Plan to meet goals identified in the plan. The housing and community development goals include the preservation and production of affordable housing, creating home ownership and rental units for residents of Brookline, and the development of improved access to public facilities for persons with disabilities.



**1754 Beacon Street
A Recipient of McKinney Funds**

Homelessness Consortium

In the pursuit of funding to better serve the needs of Brookline residents, the Town has worked with the cities of Newton and Watertown in a homelessness consortium. A continuum of care system is in place that lays out a comprehensive and coordinated approach to address the needs of homeless families and individuals and people at risk of homelessness within these communities. The development and on-going refinement of the continuum coincides with the process used to develop and update the Consolidated Strategy and Plan for the Town, the City of Newton, and the B-B-N-W-W HOME Consortium. In FY 2000, Steward B. McKinney Homeless Assistance funds were applied for and awarded to the consortium in the amount of \$1,551,406. The funds will be used by agencies who applied through the consortium to fund a permanent housing program (to be located in one of the consortium communities); 80% of a transitional housing program; and two supportive service programs. Pine Street Inn will receive program funds for supportive services for residents of single room occupancy (SRO) units at 1043-45 Beacon Street in Brookline.

Economic Development Office

2001 saw a nice balance between projects moving into or toward the completion stage with other efforts being freshly initiated. On the development side, we celebrated the groundbreaking for the Webster Street Hotel and Commercial Community Street, along with the winding down of the construction of two other public/private partnership projects — Kendall Crescent

and 1010 Commonwealth Avenue. We also initiated an exploration of the need for new office space in Brookline. On the commercial areas front, we solidified the Town's role as an advocate for and player within the business community. In addition to continuing the Town's sponsorship of important community celebrations, we promoted visibility of our shopping areas while working with outside agencies to mitigate impacts of utility construction projects in our business districts. Thus, the Economic Development Office, in close partnership with the Economic Development Advisory Board (EDAB), moved ahead on many fronts and set ourselves up for an active 2002.

Commercial Areas

Promoting the health and vitality of our local business areas reinforces the quality of life Brookline residents enjoy. We hear repeatedly from citizens that they value the vibrancy of commercial life in our town and want us to be active in protecting that quality. In 2001, we consolidated our program here by building strong ties with the business community and defining an advocacy role within and outside of Town Hall. Our work here falls into three categories: visibility and promotions, beautification, and advocacy.



Economic Development Advisory Board

Visibility and Promotions

We work with the local merchant associations and the Chamber of Commerce to increase the visibility of Brookline's commercial areas to current and potential shoppers and diners. We did this on several fronts:

- Continued to sponsor the 2nd annual Town public celebrations, 1st Light Festival, and Taste of Brookline. The 1st Light Festival, now in its 7th year and still growing, serves to increase consumer awareness of the unique array of stores in Town by enticing festival goers into the shops with performances and art displays at the beginning of the holiday shopping season. This year's festival included a private fundraising effort that supported two-thirds of the cost of the event. The Taste of Brookline educates restaurant goers about the wide range of possible choices for dining out in our town.

The restaurant community generously donates the proceeds to the two food pantries in Brookline.



First Light Festival

- Promoted visibility through advertising and effective media use. We worked with local merchants and business leaders, with pro bono assistance from the Hill, Holiday Advertising Agency, to formulate a Brookline promotions strategy that included a graphic image eventually displayed in several venues. We experimented with promoting Brookline on taxi tops by renting space on 13 separate cabs that operate in Boston—Brighton, Jamaica Plain, and downtown. We bought prime spaces for Shop Brookline posters on the green line. We also put display advertisements in local papers. Finally, in conjunction with the Town's Information Technology Division, we completed the development of the commercial areas web site and continued to promote links with other web sites.

Beautification

Based on research we have done about ways municipalities can support local business districts, we identified beautification as an important part of our commercial areas agenda. We began this work with the Department of Public Works during the time of the Ryder Cup, and we continue to identify ways to make our commercial areas more attractive. Therefore, in 2001, we asked for and received our first capital accounts to make improvements in the appearance of Brookline's business districts. We have three programs moving forward:

- *Kiosk prototype development* — presently the Department of Public Works receives numerous requests to place sandwich boards advertising civic events at various locations around Brookline. The sandwich boards have become a maintenance burden to DPW. Additionally, during the Spring and Fall, there are often so many requests for publicity that the sidewalk placement areas become cluttered and hazardous. The prototype kiosk program will enable us to devise a solution with a more permanent, versatile structure. A committee has

been formed to choose a designer for the prototype. Considerations will include maintenance concerns, suitable placement for maximum visibility, and integration into the historical streetscape.

- *Streetscape improvements* — investing in streetscape improvements and creation of civic spaces is an important way municipal government can support commercial areas. Throughout the country, the Main Streets programs are finding these investments to be effective. The Urban Land Institute has documented the benefits of public investment in streetscape and civic spaces, which often act to spur private investment. We have formed a committee and our goal is to have the dedication of a significant project in 2005 to coincide with the Town's 300th birthday.
- *Facade loan program* — we are in the process of developing a revolving loan fund from the capital appropriation we received. As an outreach strategy, we have worked with the Town's Preservation Department to identify historic facades in need of renovation and have contacted those businesses. In addition, we provide information on the program to all businesses seeking sign or facade approvals. Finally, we are conducting outreach to businesses that will soon line the Town's first commercial community street to maximize the impact of that Town investment.

Advocacy

We all treasure the unique, small businesses that predominate our commercial areas. These businesses, however, often feel themselves at the mercy of large public and private utilities. They have found a friend in Town Hall. When we learned that, despite earlier promises to the contrary, both the MBTA and MWRA would have a disruptive construction presence during the crucial holiday shopping season, we successfully lobbied to alter their plans and obtained an agreement from them to close all open pits to improve the look of the area and maximize parking.

Similarly, when repeated power outages were having dramatic, harmful impacts on our businesses, we were instrumental in securing NSTAR reimbursement for businesses that had product losses due to repeated power outages. Not satisfied with this band-aid solution, however, we worked with the Town Administrator and NSTAR to encourage electrical circuit upgrades and to push these projects to outside of holiday season shopping periods and prime business hours.

Facilitating Appropriate New Development

Much of the work in this category involved finalizing project deals to enable them to move into, or complete, construction. The three big projects here were:

- *Kendall Crescent* — on the site of the old Town Garage and Sewall School, Parencorp built and occupied apartments in the renovated, historic school building and townhouses along the street edge. Construction work is moving forward on the old garage building to support commercial uses in this historic space. In addition, the developer is building a small pocket park at the corner in front of the old garage to honor the Town's workers. This site has been on the tax rolls for two years now and the amount it contributes to Town coffers continues to grow.
- *1010 Commonwealth Avenue* — construction on this site is just about done, allowing the commercial reuse of the old State Police headquarters. This attractive renovation will also facilitate the return of the property to the tax rolls.
- *Webster Street Hotel* — on the site of a surface parking lot, construction is finally underway for a hotel, complete with an underground parking lot to replace all of the existing spaces and add new spaces for daytime use by Coolidge Corner customers. In addition, the Town's first commercial community street will be built as part of this project. The groundbreaking was historic on many fronts—including that this was cited as the first hotel financed in the United States since the tragic events of September 11, 2001. The developer continues to meet with neighbors to make sure construction impacts are mitigated to the extent feasible and all local concerns are addressed.

In addition to supporting the construction phases of the three EDAB-initiated projects mentioned above, we took time in 2001 to explore the feasibility of initiating another project, this time to facilitate the creation of new office space in Brookline. The goals here were to expand our commercial tax base and provide important foot traffic to our commercial areas. The study concluded that there is definitely an opportunity for office development in Brookline. There is a long-term shortage of office space in the Boston area, and Brookline is well located to capture some of this demand. The Town can do two things to catalyze office development: find places where developers already own property and might be interested in office development and help facilitate those projects, and explore the use of Town-owned land for this purpose. However, given the current economic climate and temporary excess supply of office space, this effort is best tabled for now and reinvigorated at a more auspicious time. The background research completed for the feasibility study will serve us well when that time comes.

Supporting Town-wide Planning Efforts

In addition to initiating and following through on economic development projects, an important part of our work is to support town-wide planning efforts.

Obviously, we have worked on aspects of the Comprehensive Plan development and expect to be active as that program moves forward. In addition, we worked hard to keep the issues we care about on broader Town agendas including commercial areas parking and Fisher Hill Reservoir planning.

- *Commercial Areas Parking.* From the beginning of the formation of the Commercial Areas Parking Committee, the Economic Development Office was active in helping to evaluate conditions and shape recommendations. Since the Board of Selectmen's acceptance of the group's recommendations, we have been working with various departments and board representatives on the town-wide commercial parking implementation committee to implement recommended short-term strategies to better manage commercial area parking. For example, in Coolidge Corner, the Town began aggressive enforcement of time limits on short-term meters to facilitate turnover and customer convenience, while at the same time converting many more remote meters to 10-hours to create additional long-term parking areas for employees.

Key to the success of any such effort is an informed business community, and we worked tirelessly to make sure this happened. The apparent success of the effort so far suggests the effectiveness of our short-term strategies. We expect to continue following up on the commercial parking committee's recommendations, including evaluating the need for additional supply after all the demand-side management strategies have been employed.

- *Fisher Hill Reservoirs.* The Commonwealth notified the Town of the surplus status of the Fisher Hill Reservoir, a 10-acre parcel in the lovely Fisher Hill neighborhood. The Town owns a covered reservoir across the street that may also be surplus. Given the proximity of the two sites, it makes sense to plan for their reuse together. To facilitate this, we helped launch the master planning process for the Fisher Hill Reservoir sites by writing a proposal to the State to allow us time to properly study the sites, developing a Request for Proposals for consultants to evaluate site conditions and opportunities, and working with a broad-based citizen committee to do preliminary planning for this unique land use opportunity.

In sum, 2001 was busy and productive and set us on a path for an active and exciting 2002.

BOARD OF APPEALS

The Board of Appeals is a quasi-judicial board responsible for approving special permits and variances from the Zoning By-Law in accordance with the Massachusetts Zoning Act, General Laws Chapter 40A. The Board has three regular members and four alternate members, all citizens of the Town appointed for three-year terms by the Board of Selectmen. The Town Clerk serves as the secretary to the Board of Appeals.

The Board meets weekly and normally hears two cases each week. The hearings are advertised in the TAB and notices are sent to abutters and Town Meeting Members in the precinct in which the property is located. Three members hear each case and a unanimous vote is required for an appeal to be granted.

The Members of the Board of Appeals

Diane Gordon, Co-Chairman
Harry Miller, Co-Chairman
Bailey S. Silber

Associate Members

Louis C. Cohen
Peter N. Elton
Lawrence E. Kaplan
Sara M. Sheldon
Susana Lannik



Board of Appeals

In FY2001, the Board of Appeals received applications and held hearings on 87 cases, on which 56 decisions were filed, 12 were pending at year-end, two were postponed, and one was withdrawn. Application fees totaled \$95,550.

In all decisions, the Board of Appeals must carefully balance all needs and rights of the applicant with the impacts on the neighborhood and the Town. Frequently, the Board will impose conditions, sometimes a dozen or more, designed to improve the proposal and to mitigate any impacts.

BROOKLINE HOUSING AUTHORITY

During 2001, the membership of the Authority was as follows:

Barbara Dugan, Chairwoman
Frank Moroney, Vice Chair
Leslie Fabian, Treasurer
David Trietsch
Michael Jacobs
Brian Cloonan, Executive Director

The Authority administers the following Programs:

Federal Assisted		Number of Units
Walnut Street Apartments	Family	76
22 High Street		
4-24 Walnut Street	Elderly	24
Ralph Sussman House	Elderly	100
50 Pleasant Street		
Arthur O'Shea House	Elderly	100
61 Park Street		
Theresa Morse Apartments	Elderly	100
90 Longwood Ave		
John W. Kickham Apartments	Elderly	39

190 Harvard

Section 8 Leased Housing:

Section 8 Certificates	334
Section 8 Vouchers	67
Preservation Vouchers	156

State Assisted:

High Street Veterans	Family	177
6- 30 New Terrace Road		
176-224 High Street		
186-218 Chestnut Street		
Egmont Street Veterans	Family	114
51-85 Egmont Street		
338-348 St. Paul Street		
209-221 Pleasant Street		
Trustman Apartments	Family	50
7-33 Egmont Street	Elderly	34
144-156 Amory Street		
337-347 St. Paul Street		
Col. Floyd Apartments	Elderly	60
32-40A Marion Street		
19-36 Foster Street Extension		
Condos:		2
230-B St. Paul Street		
38 Browne Street, #2		

Wheelchair Accessible Family Apartments At High Street and Egmont Street Veterans Sites	15
Mass Rental Vouchers Program	166
Kilgallon House 11 Harris Street	13 disabled persons
Thomas Connelly House 1057 Beacon Street	8 disabled persons
McCormack House 153 Kent Street	10 disabled persons
Sara Wallace House 1017 Beacon Street Public Management of Private Housing Owned by Brookline Improvement Coalition	16 SRO Units

Information on applications and eligibility can be obtained by writing or calling the Authority's Applications Office at 90 Longwood Avenue, (617)-277-1885

Program Activities:

In 2001, the Brookline Housing Authority achieved several notable milestones:

- ❖ Renovated the basement space at the Trustman Apartments for a Computer Learning Center.
- ❖ Upgraded Community Rooms in senior buildings.
- ❖ Established a new process for apartment and area property inspection based on industry standards.
- ❖ Expanded Landlord Outreach programs to maximize the use of rental assistance vouchers in Town and preserve low-income tenancies.
- ❖ Issued over 400 Rental Vouchers and increased the utilization rate from 68% to 88%.
- ❖ Commenced site upgrades at 22 High Street, rear Courtyard.
- ❖ Initiated discussion for Enhanced Senior Services with West Suburban Elder Services. This will be a model alternative to costly assisted living.
- ❖ Commenced major renovations to replace obsolete kitchens, baths, heat, and hot water at Col. Floyd Apartments.

Capital Improvements:

The BHA continued our efforts to modernize buildings and apartments in several developments:

- ❖ Site improvements at the 22 High St. Courtyard are near completed.
- ❖ Upgraded Surveillance equipment in elderly high-rise buildings.
- ❖ Completed new bathrooms, rear doors, and ADA work at Trustman Apartments.
- ❖ Completed major renovations for kitchens and bathrooms at the Sussman House.
- ❖ Commenced work for new heat and hot water systems, plus major renovations of baths and kitchens, at Col. Floyd Apartments.

Economic and Education Programs:

- ❖ Computer Learning Centers, with programs for homework assistance, open access, and job skills, were opened at 22 High Street and Egmont Street.
- ❖ Our third graduation of site-based ESOL was held. Over 60 persons participated in these classes.
- ❖ Our first Job and Training fair was held at Egmont Street with over 60 attendees.
- ❖ Our first graduation of the Federal Self-Sufficiency Program was held.
- ❖ 35 area youth participated in Summer employment and the Summer Peer Leadership Program.
- ❖ In Partnership with the Brookline School Department, we were awarded a federal grant to maximize the opportunity for housing youth to attend college.
- ❖ Presented several BHA \$500 Scholarships to BHA residents attending full-time post-graduate institutes.

General Administration:

- ❖ Held the 6th Annual Thanksgiving Dinner with over 60 guests.
- ❖ Completed a new agency computerization upgrade.
- ❖ Commenced review of all Brookline Housing Authority operating policies and procedures with the Resident Advisory Board for new HUD planning requirements.
- ❖ Received renewal of funding for the Service Coordinator Program and the Public Housing Drug Elimination Program.

HUMAN SERVICES

Health Department

The Brookline Health Department, established in 1945, has as its mission the protection of the health of Brookline residents and others who may work in, or otherwise be associated with, the Town. Toward that end, the Department maintains an active surveillance system of health status indicators and has planned, implemented, and continues to evaluate a broad spectrum of local health services designed to reduce morbidity and mortality and enhance the quality of life of those who live and work here.

ADMINISTRATION

During 2001, the Department continued a formal community health needs assessment of Brookline. With support from a variety of medical institutions and foundations that serve our community, an additional volume of HEALTHY BROOKLINE was produced. Volume 5, published in 2001, presents health status and risk factor profiles for elderly Chinese speakers in Brookline. This report will be used to plan programs to enhance the health status of Chinese speakers in Brookline.

The Department management structure was maintained, provided for more access to the Director, and elevated core public health functions. In addition to the on-going bi-weekly management team meetings, monthly all-staff meetings with an educational component served to help build a sense of mission and community among staffers, and to enhance intra-departmental communication.

This year, the Department continued to be successful in leveraging non-Town resources for a broad range of projects. Over \$100,000 was raised from a variety of sources including medical centers, foundations, federal and state government, etc. In addition, six well-qualified graduate students were recruited for internships for a variety of community health projects.

The Health Department continued its relationship with the Boston Visiting Nurse Association (VNA) to provide epidemiology and public health nursing services. We maintained our outreach campaign to enroll uninsured Brookline youngsters in the Children's Medical Security Plan and to expand the Dental Clinic's Program for children.

Upgrades to the Train Health Center included new equipment and furnishings for several offices and the Dental Clinic. Also this year, additional progress was

made on increasing GIS capability, upgrading the Department's homepage on the Town's website (www.townofbrookline.com), and maintaining capacity to receive comments/requests from citizens on-line.

Finally, we housed the Traffic and Parking Division of the Police Department at the Health Center while their building was being renovated.

EMERGENCY PREPAREDNESS

Following the tragic events of September 11th, the Town reconvened its Emergency Preparedness Committee in order to prepare for the possibility of a terrorist attack. Within a month, the anthrax bio-terrorist attacks further highlighted the need to develop a comprehensive response plan.

In the wake of the initial anthrax letters and subsequent illness and deaths, the Town's public safety departments received scores of calls from residents concerned about potential exposure from mail and other sources. Working closely with public safety, the Health Department developed protocols for assessing risk at the local levels and, with the State Health Department, developed mechanisms for the timely testing and reporting results of samples collected.

Among our preparation activities were "Table Top Exercises" with key employees across all departments to work through scenarios related to bio-terrorism and other serious potential threats.

WEST NILE VIRUS AND EASTERN EQUINE ENCEPHALITIS VIRUS

Anticipating a Summer that could bring another escalation in West Nile Virus activity, the Health Department and other town agencies worked diligently to prevent the proliferation of mosquitoes so as to reduce the risk of disease. Toward that end, the Town's 3,500 catch basins were mapped and bacterial larvicide was applied twice during the mosquito-breeding season to each one.

Our surveillance system, created in the Summer of 2000 to collect, test, and track virus-positive birds, was re-instituted. Unlike 2000, when over 160 dead birds were collected and tested (with over 60 positive for West Nile Virus), only two virus positive birds were found this year.



Graduate students using the Town's Global Positioning System (GPS) to map Brookline's catch basins

We greatly enhanced our mosquito surveillance system to include eight mosquito traps located around the Town, working closely with the Eastern Middlesex Mosquito Control Program and the State Health Department. Two batches of virus-positive mosquitoes were found over the course of the Summer, one with West Nile Virus and another with Eastern Equine Encephalitis (EEE) Virus. Based on the EEE virus findings, the Town undertook limited, ground-based spraying with Resmethrin, a pesticide that is among the least toxic available for killing mosquitoes. The pesticide was delivered using handheld sprayers in an area not accessible to the public to reduce drift, and therefore, human exposure.

Over 25,000 pieces of educational material were distributed, including 5,000 door hangers with tips on mosquito control and personal protection. For example, the School Department sent out information to the parents of all students in the Fall and the Council on Aging assisted in reaching out to older adults in the community.

A West Nile Virus information line was set up and regularly updated, and the Department fielded hundreds of calls by concerned citizens. The Town's website featured a comprehensive array of educational materials and posted the latest updates daily. As part of an evaluation of our educational campaign, a survey of Brookline residents was conducted and a report was issued entitled "West Nile Virus Knowledge, Attitudes, and Behaviors in Brookline".

ENVIRONMENTAL HEALTH SERVICES

This Division, led by Patrick Maloney, MPAH, oversees many State-mandated programs including the licensing and inspection of food establishments, housing code inspections and enforcement actions, swimming pools, solid waste handling practices, animal, insect and rodent control, and the abatement of general nuisances. Additional concerns include asbestos removal, lead in the environment, hazardous waste,

radon in buildings, and the enforcement of state and local tobacco control requirements, including the issuance of permits for tobacco retailers and the monitoring of the over-the-counter sale of tobacco products.

Brookline continued to be one of the only towns in the State to fully implement non-criminal dispositions (tickets) as an enforcement element with inspections. The Division completed all mandated inspections as required by State regulation (including over 820 housing and 740 food service inspections). We held two trainings for lodging house operators to acquaint them with new regulations, and also maintained a monthly schedule of Chokesaver classes and certified 141 individuals.

The Division provided technical assistance and leadership on issues including the remediation of the Newton Street Landfill site and, working closely with the Department of Public Works, we continued an educational campaign and enhanced enforcement regarding organic solid waste. We helped craft a new policy on snow removal with the DPW and played a major role in enforcing the new policy. The Division worked with other Town departments to maintain a pilot program for rodent control. We continued our program with the Brookhouse to sponsor a "Mutt Mitt" program to reduce pet waste on parkland adjacent to the Muddy River.

The Division fully implemented the new revisions of the State Food Safety Code. Six workshops were held to train and certify operators. Inspectors now stress the use of gloves and other changes in the law. The Division responded to hundreds of requests from the public for information on radon, lead, opening new restaurants (100% of new operators received a formal orientation), and solid waste disposal. The Division also finished computerizing its permit processes in areas including food service, retail food, tanning salons, etc, and began taking and tracking consumer complaints on-line.

The Division held health and safety workshops for all children's camp operators, adopted and implemented provisions of the new State Food Code that included training for all food service establishments on these revisions, and offered a half dozen rabies vaccination clinics in conjunction with the Newton Health Department. Finally, in conjunction with the Department of Public Works and Health Care Without Harm, the Division conducted an educational campaign on the hazards of mercury in the environment, culminating in a mercury thermometer swap which distributed 900 digital thermometers to citizens in exchange for 4,000 mercury thermometers.



Brookline's mercury thermometer swap collected close to 4,000 mercury thermometers from 900 residents, who each received a digital thermometer.

CONSUMER AFFAIRS

The Department's Sealer of Weight and Measures, Richard Bargfrede, AS, continued to insure the honesty and integrity of market-place purchases of goods and commodities. The training of the new part-time inspector went well and resulted in the testing and sealing of all weighing and measuring devices within the Town. With the passage of the new consumer protection laws pertaining to scanner accuracy, the Division will be busy implementing the new mandated inspections of all scanners located in Brookline.

The new regulations give the Department authority to impose civil fines and we began implementing non-criminal dispositions (tickets) as an enforcement element. The Division also continued to upgrade its computer capacity with funding from the Commonwealth of Massachusetts.

CHILD AND SCHOOL HEALTH

Under the direction of Gloria Rudisch M.D., MPH., the Division of Child and School Health continued to provide the Department's liaison with School Health Services and the nursing and health education staff in the Schools, and oversaw all programs targeting children and youth.

The funding for two major projects continued: 1) the Enhanced School Health Services grant, amounting to over a half a million dollars over three years, provides for the extension of technical support to non-public schools in Brookline; allows for the creation of an MIS tracking system for the school nursing program; and provides training for health and nursing staff, among other things; 2) a federal Department of Education grant, one of only two funded in Massachusetts, provides a million dollars over several years to hire social workers for Brookline elementary schools, under Dr. Rudisch's direction.

The daycare inspection unit monitored group day care centers and extended day programs, and Brookline continued to be one of a small number of communities delegated by the State to exercise licensing and inspection responsibilities to assure compliance with the Office for Children's Services' regulations. In addition, the Division maintained a regular schedule of child immunization clinics staffed by public health nurses with physician back up that served over 260 youngsters.

The Division, working closely with the Police, School Department, and Rotary Club, implemented an annual bicycle safety education program in the elementary schools.

We continued a program to counter bullying in elementary Schools. In addition, we were able to assist in expanding the Dating Violence Intervention Program (DVIP) at Brookline High School and continue to work with the High School AIDS Peer Leadership program. Lastly, we continued to offer programs related to eating disorders in conjunction with the Massachusetts Psychological Association.



Brookline residents receive their flu shots at one of the Town's clinics

COMMUNITY HEALTH

Led by Lynne Karsten, MPH, this Division oversees community health initiatives including breast health; rabies education; influenza, pneumonia, and tetanus/diphtheria vaccination; elder health programs; and translation services. During 2001, the Division implemented Town-sponsored adult immunization clinics serving over 2,100 residents. Support was given to the Rabies Awareness Committee and the Department maintained an inter-departmental rabies education and control program.

A highlight of our work was the Men's and Women's Health Campaigns (the latter funded by Brigham and Women's Hospital), which involved building grass roots coalitions, organizing educational programs, and screenings. The Breast Health Program again screened over 45 women and educated hundreds regarding the benefits of early detection and screening. The Department, with our partners at BI/Deaconess Medical Center, received continuation funding for our

joint Elder Health Program, including a series on healthy aging. Working with the Council on Aging and Brookline Housing Authority, we continued a Balance Program that involved 50 frail elders in a program to build muscle mass and confidence and prevent falls. The Division also sponsored a senior-cooking project, including meal preparation at senior housing sites and development of a cookbook containing nutritious, economical recipes.

The Division attracted funding from the Greater Boston Council on Alcoholism to develop a model substance abuse prevention program in cooperation with the Brookline Housing Authority. In addition, we received continuation funding from Harvard Pilgrim Health Care Foundation to support the Town's Domestic Violence Roundtable, and continued CPR and Yoga classes at the Health Center jointly with the Brookline Center for Adults and Community Education.

Translation services in Russian and Chinese (with funding from New England Medical Center) were provided to several Town departments, and together with the Russian Community Association of Massachusetts and St. Elizabeth's Medical Center, we presented a health education and cultural series for Russian speaking citizens, including the 4th Annual Russian American Festival. In addition, the Division offered a forum on Russian, Chinese, and Complementary Medicine at the Brookline Senior Center targeted to Chinese and Russian elders.



Director of Public Health and Human Services Alan Balsam performs at an Elder Health Fair at the Brookline Senior Center.

Finally, the Dental Health Clinic maintained its weekly clinic schedule at the Health Center through Tufts Dental School and linked with the School Department, providing over 500 patient visits in 2001. The Dental Literary Project was continued, and all children enrolled at the Dental Clinic received free, age-appropriate books. In conjunction with National Public Health Week during April, the Division sponsored a dental open house and educational program featuring local dentist Dr. James Seligman.

Following the terrorist attacks of September 11th, the Division organized two blood drives with the Red

Cross, one of which was jointly sponsored with the Brookline Educators Association (BEA).

PUBLIC HEALTH NURSING/EPIDEMIOLOGY

The Division of Public Health Nursing/Epidemiology also oversaw the investigation and control of over 120 cases of communicable disease. This included case management of five active tuberculosis cases requiring screening of workplace exposures; investigation of a host of bat exposures; and investigation of two foodborne outbreaks. Led by Barbara Westley, RN, the Division provided the Department's liaison with the Boston Visiting Nurse Association (VNA) and also provided clinical support to all Department screenings, immunization programs, and other clinical activities including refugee health. Regularly scheduled blood pressure screenings provided 732 patient visits. Information and referral services in the areas of foreign travel and other general health issues were also provided.

In addition, working closely with the State Department of Public Health, the Division continued to outplace a Russian-speaking epidemiologist at the Brookline Health Department one day per week. We recruited another well-qualified graduate student from Harvard University to work with the Division during the academic year. Finally, the Division distributed thousands of doses of vaccine to community-based medical providers and provided technical assistance on vaccine preventable disease issues.

SUBSTANCE ABUSE PREVENTION AND SERVICES

This Division, led by Gerry Trombley, LCSW, M.Ed., and Mary Minott, MSW, fields programs and services in both community and school-based settings. In 2001, the Division provided assessment, 4,070 counseling sessions, 230 class presentations, referrals, and monitored progress for over 158 individuals, including 27 Town employees, as well as students and parents.

The Division continued a violence prevention initiative to address high-risk behavior often associated with teen substance abuse. This includes support for peer education and the Students Against Destructive Decisions (SADD) Program. Over 200 students participated in the SADD Program providing substance abuse and violence prevention training and alternative alcohol and drug free social events. Forty peer educators were involved in educational forums for elementary and high school students and parents to promote positive healthy choices among youth.

Working with the Brookline Police Department, Town Counsel, and private sector bartender training programs, Division staff continued a uniform certification procedure for bartenders. Mr. Trombley worked closely with the Human Resources Department in supporting the Town's Employee Assistance

Program (EAP), and was our liaison to over 30 self-help groups in Brookline. He also provided leadership on a committee that crafted a Domestic Violence Policy for Town employees.

Ms. Minott, working with the Police Department, secured grant funding to increase services in the middle school, including the hiring of two new employees. Several presentations of data from the Youth Behavioral Risk Factor Surveillance Survey (Healthy Brookline, Volume 4) were made, and the report was posted on the Town's website. Finally, a coalition of service providers in Brookline, Newton, and Watertown secured \$1.55 million in federal funding to serve a variety of individuals at risk of homelessness, including adolescents, and to target families fleeing from domestic violence.

SMOKEFREE BROOKLINE

Brookline continued monitoring compliance with the Town's Tobacco Control By-Law and pursuing complaints concerning infractions of the law. We also implemented a policy for retail vendors who repeatedly violate laws on tobacco sales to minors.

Brookline continued to exceed national compliance levels regarding sales to minors and received an award from the American Cancer Society for its leadership on the issue of tobacco control.

Working with media outlets, the campaign reached thousands of Town residents with positive messages regarding the health benefits of avoiding tobacco use. Certainly, even the most casual observer notices the ubiquitous SMOKEFREE BROOKLINE logo everywhere in Town.

March was declared restaurant Appreciation Month in Brookline. Working with restaurateurs, the Brookline Chamber of Commerce, and the Office for Economic Development, the 5th Annual "Taste of Brookline" was held to promote Smokefree Brookline restaurants, benefiting Brookline's two food pantries.



Smokefree Brookline float at the Annual Flag Day Parade. Our theme was "Support Tobacco Free Schools"

Educational programs were held in Schools and the community, including a major push for the Great

American Smoke-Out and World No Tobacco Day. We worked with neighboring communities toward de-normalizing tobacco use among youth and discouraging people from giving tobacco to minors. In addition, Smokefree Brookline sponsored a Flag Day Parade float with a tobacco free theme.

ADVISORY COUNCIL ON PUBLIC HEALTH

A dedicated group of six unpaid citizens continue to serve as members of the Advisory Council on Public Health (ACPH). Meeting monthly, the Council provides the Director with advice on budget, policy and Town Meeting issues, health needs assessments, and a range of operational issues.



Advisory Council on Public Health

This year, Dr. Bruce Cohen was re-appointed to the ACPH by the Board of Selectmen. He rejoins Dr. J. Jacques Carter, Ms. Roberta Gianfortoni, Ms. Elizabeth Hirshom, and Dr. Milly Krakow on the Council. Dr. Joyce Clifford left the Council after many years of distinguished service. She was replaced by Ms. Kerry McDonald.

Another highlight of the year for the ACPH was the Re-election of Dr. J. Jacques Carter to the Chair. Dr. Carter has identified a number of important goals for the Council for the coming year, including working with Dr. Balsam to further analyze the community health assessment of Brookline, assisting in development activities, fielding another Public Health Policy Forum in the Spring, and building the "Friends of Brookline Public Health" organization.

FRIENDS OF BROOKLINE PUBLIC HEALTH

In 1999, the Friends of Brookline Public Health, a membership organization conceived to build a constituency for public health in Brookline, entered its fifth year. The goal of 130 individual members and six corporate members was achieved. A Board of Trustees of 18 persons, including four officers, was elected and activities included a reception and an issue of the newsletter.

The Board of the Friends voted to fund several public health initiatives including a project linking literacy and health, a balance/fitness program for elders, a survey of West Nile Virus knowledge, attitudes and practices in Brookline, and a linkage with our Sister City in Nicaragua.

The Friends also co-sponsored the 6th Annual Public Health Policy Forum entitled "Hospitals, Nursing Homes, Home Health: At Capacity and At Risk", featuring Harvard Pilgrim Healthcare CEO Charlie Baker, among others, in conjunction with the Brookline Center for Adult and Community Education. Finally, the Friends continued the Annual Public Health Leadership Award in Brookline and announced the 3rd award to Judith Kurland, former Regional Administrator for the federal Department of Health and Human Services. Another award was presented to Zipcar, Inc., a service which allows city dwellers to share a car, thus reducing traffic and emissions.



The 6th Annual Public Health Policy Forum. Pictured (L-R): John O'Brien, CEO of Cambridge Health Alliance; former Governor Michael Dukakis, Moderator; Charlie Baker, CEO of Harvard Pilgrim Health Care; and Deborah Thompson Alzheimer's Association



Judith Kurland receiving the third Annual Public Health Leadership Award at the annual meeting of the Friends of Brookline Public Health. Pictured (L-R): Dr. Bruce Cohen, President; Roberta Gianfortoni Advisory Council on Public Health (ACPH); and Dr. Jacques Carter, Chair of ACPH.

Human Relations-Youth Resources Commission

In the aftermath of the September 11th terrorist attacks on the World Trade Center and Pentagon, Human Relations-Youth Resources Commission members and staff determined to do their part in assisting in the effort to ensure security in the Town while maintaining the civil rights and civil liberties of residents and visitors to our community. Commission members and staff were among the thousands of people who gathered for a community ceremony of remembrance and renewal at Cypress Field on the evening of September 23, 2001.



Cypress Field Remembrance of September 11th

Founded in 1970, the Commission is Brookline's official town agency working in the areas of intergroup relations, civil rights, and youth advocacy.

Membership

During 2001, the Commission bid farewell to member Dr. Claire Weiss. Ruth Flaherty entered her 10th year as Chairwoman and Harold Koritz and Dr. Susan Howards continued as Vice Chairpeople.



Human Relations-Youth Resources Commission

Administration

The Human Relations-Youth Resources Commission full-time staff included Director C. Stephen Bressler and Secretary Ongelita Mockabee Miles. Jennifer Morris continued as part-time Events Coordinator.

Programmatic Responsibility

In addition to his work in community relations, the Director is Brookline's Affirmative Action Officer, Fair Housing Officer, Minority/Women Business Enterprise Officer, Contract Compliance Officer, Americans with Disabilities Act (ADA) Coordinator and Section 504 Officer, Ombudsman for Broadband Monitoring Operations, and staffs the Brookline Holocaust Memorial Committee. The Director also participated on the Town's Emergency Management Team.

The Director worked with the Brookline Domestic Violence Roundtable (which met on the second Tuesday of each month in the Brookline Health Center) and was a consultant to its monthly, hour-long CATV show "The Safety Net" hosted by Ronny Sydney. "The Safety Net" entered its sixth season and was seen in 39 cities and towns in Massachusetts. The program was produced in cooperation with AT&T Broadband Local Origination.

The Director participated on the Israel Independence Day Celebration municipal liaison committee and on the Brookline Underground Railroad Committee. The Department also provided assistance to the Brookline Sister City (Quezalguaque, Nicaragua) Committee. On a regional level, the Director participated in meetings of the Norfolk County District Attorney's Anti-Crime Council and served on the Council's Learning

Disabilities Task Force. The Director also participated in meetings of the Massachusetts Association of Human Rights/Relations Commissions, the Prejudice Discrimination-Based Violence Reduction Working Group of the Massachusetts Violence Prevention Task Force, the Greater Boston Civil Rights Coalition, the New Americans Teen Task Force, and the Greater Boston Employer Advisory Board to the Massachusetts Rehabilitation Commission. On November 16th the Director received a Massachusetts Rehabilitation Commission Partnership Award for his work on the Advisory Board.



Domestic Violence Roundtable

In the course of implementing the Town's Affirmative Action Program, the Director communicated with department heads and other staff, as well as with various federal and state offices and members of various minority communities in Brookline and Greater Boston. Employment postings appear in the Bay State Banner, Bay Windows, El Mundo, The Sampan, World Journal, the Brookline Tab and its Web site www.townonline.com, the Boston Globe and its Web site www.boston.com, and on-line at www.townofbrooklinemass.com, the Town's Web site.

Comprehensive Affirmative Action compliance reports were prepared for the Massachusetts Commission Against Discrimination (MCAD) and the U.S. Equal Employment Opportunity Commission (EEOC). The Affirmative Action Program has resulted in the participation of minorities and women on the Town work force. Satisfactory Affirmative Action compliance also had a direct impact in enabling Brookline to receive federal and state funds.

Commission Programming

Aside from numerous sub-committee work sessions, the Commission held 10 staff-assisted meetings in 2001. Program committees this year included: Asian American Heritage Festival Planning Committee, Committee on Human Relations in the Aftermath of 9/11, Human Relations Youth Awards Committee, Human Rights Film Festival Planning Committee, Learning Disabilities and the Juvenile Justice System Program Planning Committee, Martin Luther King

Celebration Planning Committee, and Russian American Festival Planning Committee.

Program Highlights

Martin Luther King Celebration With an audience of over 300 people, the Commission presented its 13th annual town-wide Martin Luther King Celebration on Sunday, January 14 at the Brookline High School Roberts-Dubbs Auditorium. This year it was decided to forego having a guest speaker and, instead, have citizen readings from the writings of Dr. King. The celebration also featured performances by the Brookline High School Gospel Choir, vocalist Renee Murray, the On the Verge dancers, Hip Hop Club dancers, and the Tappin' Brookline dancers.

Carolyne DeVore Parks served as Mistress of Ceremonies. Also featured was a town-wide public school student art and essay exhibit. Robert Allen represented the Board of Selectmen and Nancy Erdmann represented the School Committee, while State Representative Frank Smizik read a proclamation from the General Court and Norfolk County District Attorney William Keating addressed the audience. Rabbi Ellen Pildis from Temple Beth Zion and Reverend George Chapman from St. Paul's Church gave an invocation and benediction, respectively.

The Commission presented its second annual Martin Luther King Jr. Awards to the Brookline Citizen Police Academy and to the Brookline Domestic Violence Roundtable. Financial assistance for the Martin Luther King Celebration was provided by a generous gift from the Brookline Rotary Club.

Human Rights Film Festival As part of its 30th anniversary programming, the Commission was a co-sponsor with the Coolidge Corner Theater of the Human Rights Watch International Film Festival on January 12 – 14. Commission members assisted in the selection of films to be screened. All show times were sold out.



Asian American Heritage Committee

Asian American Heritage Festival The Boston Globe's "Hot Pick" for the day, over 800 people attended the Commission's 8th Annual Asian American Heritage Festival on Sunday, April 29, our largest audience so far for this event. Assunta Cha and Dr. Ed

Wang served as Mistress and Master of Ceremonies, respectively. Greetings were brought from Selectman Gil Hoy, School Committee Chair Helen Charlupski, State Representative Frank Smizik, and Commission Director Stephen Bressler.

This year's festival featured musical performances by Taiko drummers Odaiko New England, the Greater Boston Chinese Cultural Association Choral Society, Triveni School of Classical Indian Dance, Pierce School second graders, On the Verge Dancers, Tsai Fong Chinese Dance Troupe, the Heath School Korean Bilingual Program student dancers, and soprano Meihae Ryu.

Seventeen restaurants participated in the Festival this year. The food line initially stretched from the cafeteria kitchen through the cafeteria hallway and up the stairs to the auditorium. Participating restaurants included: Chef Chang, Chef Chow, Chef Choy, Chinatown Seafood, Dragonstar Restaurant, Ginza, Golden Temple, Grasshopper, India Café, Kaya Restaurant, Pandan Leaf, Pho Lemongrass, Rainbow Noodle House, Ruth's Kitchen, Shalom Hunan, Sichuan Garden, and Taam China.

The Festival was made possible through the generous financial support of Brookline Rotary Club, Brookline Educators Association, Cambridge Publications, Inc., Chef Chang, Chobee Hoy Associates Real Estate, Cypress Automart, Inc., Kiwanis Club of Brookline, and the New England Chapter of the Organization for Chinese Americans.

Human Relations Youth Awards With financial assistance from the Brookline Rotary Club, the Commission sponsored its 16th annual Human Relations Youth Awards on June 5. Two leadership awards, 14 certificates of merit, and 24 letters of commendation were presented to youths in recognition of their volunteer efforts over the past year. Following a reception at the Brookline Health Center for recipients, their families and friends, the awards were presented at the evening session of the Board of Selectmen.

Flag Day Celebration For the seventh year, on June 17, a Commission delegation proudly marched in the Town's annual Flag Day Parade.



Annual Flag Day Parade

60th Anniversary Commemoration of Babi Yar On September 29, the Commission was a co-sponsor of an extraordinary event featuring the renowned poet Yevgeny Yevtushenko, whose 1961 poem "Babi Yar" brought news of this World War II massacre of Russian Jews to the attention of the West. Commission Director Stephen Bressler was among the government and organizational leaders who addressed a capacity crowd at Temple Bnai Moshe in Brighton.

Learning Disabilities and the Juvenile Justice System Capping many months of planning, the Commission held a major conference on Learning Disabilities and the Juvenile Justice System on October 23 at the Brookline High School Auditorium and was the catalyst for a related program the same day at the Norfolk District Attorney's Anti-Crime Council meeting in Canton. At the Anti-Crime Council program in the morning, Dr. Edward Hallowell and Judge David Admire spoke to county court officials, police, educators, and social services professionals, while in the afternoon the audience was broadened to also include teachers, students, and members of the public. The presentations were about an innovative program in the state of Washington that has significantly reduced recidivism there.

Other speakers in the afternoon program included Commission Director Stephen Bressler, Police Captain Peter Scott, Superintendent of Schools Richard Silverman, School Committee member Nancy Erdmann, Brookline Director of Child Health Dr. Gloria Rudisch, and Norfolk District Attorney William Keating. Of note, the presentations generated the creation of a task force in the DA's office to replicate Judge Admire's work in Norfolk County.



Russian American Festival

Russian American Festival In cooperation with the Russian Community Association of Massachusetts, Brookline Health Department, Jewish Family & Children's Service (JF&CS), Leventhal-Sidman Jewish Community Center, Norfolk County District Attorney's Office, Synagogue Council of Massachusetts, and with financial assistance from St. Elizabeth's Medical Center and RCN, the Commission sponsored the 4th Annual Russian American Festival at Brookline High School on November 18. An audience of 1,100 people saw performances by JF&CS Youth Dancers, musical duo Tamara Smirnova and Anton Faynberg, pianist Boris Fogel, the PALS Girls Choir, the Nigun Chamber Ensemble, and Jewish Dance Ensemble "Firelax". In the cafeteria at a crafts program, the jazz band "JazzMates", the "Mazl Ensemble", vocalist Vladimir Gorenshtein, and balloon artist Seva Elfant all performed.

Across from the auditorium there was an art show including an exhibition of Russian Fashion Design by Selina Narov presented by the Janus Art Center. Mistress of Ceremonies was Svetlana Florentseva. Also bringing greetings at the festival were Selectman Gil Hoy, School Committee member Nancy Erdmann, Festival Planning Committee Co-Chair Dr. Susan Howards, St. Elizabeth's Medical Center Russian Outreach coordinator Olga Gristan, Captain Peter Scott, Russian speaking police officer Ilya Gruber, and Commission Director Stephen Bressler.

In addition to committee reports, highlights of Commission meetings included:

January – Members gave rave reviews of the Martin Luther King Celebration and the Human Rights Film Festival. Reverend George Chapman initiated discussion on affordable housing.

February – The Commission met with Selectman Robert Allen and Housing Development Officer Fran Price for an in-depth discussion on affordable housing.

March – The Commission met with Olga Yulikova of the Brookline Youth Community Mural Project. Police Chief Daniel O'Leary also updated the Commission on a year-long regional program on police ethics that he, Captain Peter Scott, and Director Stephen Bressler participated in. Chief O'Leary also told the Commission that he spoke about the important relationship that the Police Department had with the Commission at a Law Enforcement Executive Development program at the FBI Academy. Chief O'Leary reviewed his vision for the training of Brookline Police Officers. Lastly, Chief O'Leary discussed the Massachusetts Racial Profiling Law and its impact on the gathering of statistics.

April – Director Stephen Bressler talked about the Holocaust Days of Remembrance and Armenian Martyrs Day. Agnes Rogers noted that she and Mr.

Bressler attended a conference in Framingham on strategies for combating intolerance in our communities sponsored by the Massachusetts Association of Human Rights/Human Relations Commissions.

May – Commission members were quite pleased with the turnout for the Asian American Heritage Festival. Captain Peter Scott updated the Commission on Brookline's participation in the Anti-Defamation League-sponsored "No Place for Hate" campaign.

June – Chairwoman Ruth Flaherty and other members reported that Commission secretary Ongelita Mockabee Miles had been honored by the Rotary Club of Brookline for her 15 years with the Commission. Dr. Susan Howards noted that Commission member Agnes Rogers had been honored by the Brookline Community Fund at an event at the Longyear Museum, as well as at the dedication of the Brookline Senior Center. Members were pleased with the annual Youth Awards program. It was estimated that between 20,000 and 25,000 people attended the Israel Independence Day celebration in Coolidge Corner.

September – Meeting the day after the September 11th attacks, Commission Chairwoman Ruth Flaherty began the meeting with a moment of silence. In discussion with Chief Daniel O'Leary, the Commission talked about the attacks and the possible impact they might have on civil liberties. Chief O'Leary also discussed police statistics on stops as well as efforts to obtain a grant through the Community Oriented Policing Services (COPS) program. It was noted that Associate Member Rita McNally staffed an information table for the Commission at the very successful "National Night Out" program chaired by Captain Peter Scott in August. Lastly, Commission members met with Richard McGhee of the Massachusetts

Commission Against Discrimination (MCAD), who talked of the importance of communities having effective human relations commissions.

October – The Commission discussed the effects of the September 11th tragedy as they impact on human relations in the Town, particularly on security issues, rumors, rumor control, and the development of town and school protocols. Concern was expressed that people from countries in the Middle East, in general, and Moslems, in particular, in Brookline not be hate or bias targets as the United States and its partners fight the war against terrorism.

November - The Commission met with Ken Jaffe of the Bay State Federal Savings Charitable Foundation to discuss the Foundation's program and to recognize its participation not only in local efforts, but also with regard to the victims of the September 11 attacks. Captain Peter Scott reported on a visit to Brookline of 16 anti-terrorism experts from the Israel national police force. Chief Daniel O'Leary, Captain Scott, and Director Stephen Bressler met with the police officials while they were in town.

December – There was discussion about having a multi-cultural festival to incorporate groups in addition to those covered in existing Commission events. Commission members also discussed the necessity of conducting fund raising to support programs geared to the public.

Publications

The Commission continued to distribute the popular "Child Care Resource Guide" produced by the Brookline Early Childhood Advisory Council.

Broadband Monitoring Committee

Background

The Cable Television Monitoring Committee was created by the Board of Selectmen in 1984 to monitor Cablevision of Brookline's compliance with the provisions of its license to operate a cable television franchise in the Town. In 1997, Cablevision of Brookline's license was renewed for five years. In 2001, the license held by Cablevision of Brookline was transferred to AT&T Broadband and is scheduled to expire in August, 2002. In 1998, RCN was awarded a 10-year license to operate a cable television franchise. The Committee monitors both AT&T Broadband and RCN.

From the outset, RCN offered Brookline residents cable television service, high speed data access, and telephone service. During 2001, RCN began offering digital service also. Starting in the fall of 2001, AT&T Broadband began offering high speed data access and digital service.

In 2000, the Board of Selectmen broadened the Cable Television Monitoring Committee's mandate and changed its name to the Broadband Monitoring Committee.



Broadband Monitoring Committee

Membership

Francine Berger continued as Chairman with C. Stephen Bressler serving as Secretary. There were no membership changes during the year.

Administration

The committee received staff and budgetary support through the Human Relations-Youth Resources Commission. Commission Director C. Stephen Bressler served as Ombudsman for Broadband Operations for the Town.

Ombudsman

The Ombudsman handled 339 complaints and/or inquiries relative to CATV and Broadband, up from 275 in 2000 and 133 in 1999. The Ombudsman was in frequent contact with AT&T Broadband and RCN administrative staff and consulted with his counterparts in other communities, as well as with officials at the Massachusetts Department of Telecommunications and Energy (DTE).

Committee Programming

The Committee worked closely with the CATV Coordinating Committee chaired by Selectman Gil Hoy. Committee Chairman Francine Berger and Ombudsman C. Stephen Bressler served as members of the Coordinating Committee and participated in that body's deliberations including 14 meetings and two public hearings.

Over the course of the year, the Monitoring Committee held eight staff-assisted meetings. Highlights of the meetings were:

January – The Committee met with Brian Merrick of the DTE to review the franchise renewal process with respect to AT&T Broadband. Robert Carr of AT&T Broadband noted that the takeover of Cablevision Systems Corporation by AT&T was imminent. Town Wiring Inspector Ted Steverman spoke about wiring problems that needed to be rectified by Cablevision or AT&T. Stephen Grossman of RCN said that a customer service location was being set up at Fran's Mini Mart at 11 Harvard Street. RCN reported that while construction of its system was progressing slowly, it had around 1,900 customers to date. RCN

added that it was carrying the three Brookline Access Television channels on channels 3, 15, and 16.

February – Town of Brookline Information Technology Director Jon Snodgrass expressed concern that RCN had not given him an accurate I-NET construction schedule. Stephen Grossman of RCN doubted that the company would meet its April 28 deadline for constructing the entire Brookline System. Ombudsman C. Stephen Bressler criticized RCN for not responding to him on residents' complaints and inquiries, noting that this was a license violation. RCN discussed its intention to increase rates. The Committee met with Jonas D.L. McCray of Metricom, Inc., a company specializing in wireless telecommunications services that wanted a presence in Brookline.

March – The Committee discussed on-going ingress and audio complaints with AT&T. Chairman Berger noted that she and Mr. Bressler had represented the Town at a DTE hearing on AT&T and that Mr. Bressler had protested that data being presented seemed to indicate that Brookline residents were paying towards the Boston system. Chairman Berger said that, as a result of this protest, the DTE had ordered AT&T to separate Brookline data from that of Boston.

April – Chairman Berger reported on the March 29 Ascertainment Hearing with regard to the AT&T license renewal. The hearing was chaired by Selectman Gil Hoy with the participation of Chairman Berger, BAT president Chris Crowley, and Mr. Bressler. The Committee also discussed the Town's CATV survey interim results prepared by member Jack Kettell that have been posted on the Town's website. RCN said that it had 1,955 customers in Brookline. RCN could not commit to a deadline by which time all residents might be able to obtain its services. Committee members also discussed some of the telephone and computer related problems that seem to have occurred with RCN. AT&T indicated that it had over 16,000 subscribers in Brookline. AT&T stated that it was not sure that the Cablevision rebuild would support all AT&T lines. If not, then AT&T would do additional work on the system. Committee members also criticized AT&T telephone answerability that resulted in residents being on hold for extended periods of time, a situation that was in violation both of the license and FCC standards.

July – On the motion of member Michael Selib, the Committee voted unanimously to convey to the Board of Selectmen that because AT&T was in violation of the license with regard to telephone answerability, that a Determination of Breach letter should be issued to AT&T. AT&T was also criticized for falling behind in responding to cases submitted to the company by the Ombudsman, Mr. Bressler. AT&T indicated that its rebuild of the system would be completed by October 1. The Committee also discussed picture and audio problems with AT&T.

September – Chairman Berger noted the Town's continuing dissatisfaction with RCN's failure to meet its obligations under the license. It was reported that BAT had hired a new executive director, Bret Upham.

October – It was noted that the Town has issued a Determination of Breach letter to RCN for failure to complete the system. The Committee met with Tom Steel of RCN, who gave a status report on the health of the company and its intentions to meet its obligations under the license. AT&T indicated it was launching its new high speed data and digital services. Jon Snodgrass and Adam Wasylyshyn of the Town and School Information Technology Departments, respectively, noted that AT&T and RCN needed to

work closer with them to insure that the necessary and mandated drops to public and school buildings would be made on a timely basis. The Committee met with Tom Bicica of AT&T on on-going picture and audio problems.

November – RCN noted that 11,805 addresses in the Town were currently installation ready, while 12,030 were not. BAT president Chris Crowley noted that BAT was not getting the full-time technical support from AT&T that was required under the license. The Committee heard a report from member Doug Levin on the possibility of creating a municipal CATV operation.

Council On Aging

The Brookline Council on Aging, whose members include both statutory representatives from other town departments and Brookline citizens, plans, coordinates, and provides comprehensive services to Brookline's older residents. Its professional staff offers information and referral; counseling from trained social workers; the HELP agency, which finds and trains workers to help individual elders with household tasks; File of Life medical emergency identification; an employment service and volunteer placements; and a range of educational and social programs.



Council on Aging

This year, most of these services and programs have taken place at the new Brookline Senior Center on Winchester Street, which opened in February. Visit the COA's home page at www.townofbrooklinemass.com for a photo tour of the Center. After 15 years of careful planning for the Center, community response to it has been overwhelmingly positive and welcoming, with a number of new programs sponsored by public and private organizations that serve the elderly. West Suburban Elder Services provides breakfast and hot lunches and the Brookline Adult and Community Education Program sponsors a roster of classes ranging from exercise to the arts and humanities, as well as a speaker's series and the enormously popular computer laboratory.



***Roger Stern, Michael Merrill, and Ken Jaffee
at the dedication of the Senior Center***

The Brookline Health Department offers blood pressure clinics and health education programs. Also, Beth Israel/Deaconess, the St. Elizabeth's Medical Center, and the Hebrew Rehabilitation Center for Aged have sent staff to promote good health. Brookline's first adult day program for frail elders, operated by Rogerson Communities, has its own quarters in the Senior Center, and the Center has enabled the Council to reach out to older members of the Russian and Chinese communities with special cultural programs. Longstanding programs like the Retired Men's Club and the Brookline Bees quilting group have also taken up new residence there.



Brookline Senior Center – Day of Dedication 2002

Volunteers, long at the heart of the Council's work, are vitally engaged in every aspect of Senior Center activities. They have organized current events discussions and taught writing, arts and crafts, and English-as-a-second-language (ESL) classes. Retired librarians staff the Center's library, which is well supplied with books on loan from the Public Library, and an art gallery displays work by older artists. Local attorneys contribute their services to a Brookline Legal Assistance Bureau and volunteers work in food service, Council offices, and at the Senior Center gift cart.

On a bittersweet note, Arlene Stern, executive director of the Council on Aging, announced her retirement at the end of the year. Only the second director in the Council's history, Mrs. Stern had served in the position for 22 years, earning wide respect for her enhancement of the agency's professional reputation and her steady advocacy of a Brookline Senior Center. On the positive side, the future of the Council and the Senior Center are in the good hands of Ruthann Dobek, a very competent and extremely talented individual who has served the Council since 1983.



Arlene Stern and Agnes Rogers

Veterans

Massachusetts General Laws mandates the Department of Veterans' Services, which is responsible for assisting needy veterans and/or their dependents with living and medical expenses. Directives issued by the State Commissioner of Veterans' Services regulate the scope of these expenses. Medical assistance covers expenses for co-payments on medications, doctor visits, laboratory work, and dental care.

Medical bills are paid at state rates with a 75% reimbursement to the Town, which results in substantial savings. New legislation passed in 1999 authorized the reimbursement of Medicare supplement payments to veterans on the Department's assistance program. The Department is obligated to file for all Veterans' Affairs benefits that a veteran may be entitled, as well as other federally-funded or state-funded benefits, such as Social Security, SSI, SSDI, Unemployment Compensation, housing, etc.

The Department maintains copies of discharge records and vital statistics for most Brookline veterans. Grave registrations are recorded to ensure that all veterans' graves are decorated with a flag on Memorial Day. (approximately 3,750 graves are decorated). The Department is responsible for ordering grave markers

on request for the veterans interred in Holyhood, Walnut Hills, and Walnut Street Cemeteries.



Veteran's Memorial Day Service

The Town appropriates 100% of the monies needed to assist the Veterans and/or their dependents. After approval of the itemized expenditures and services, the Director submits a monthly report to the State Commissioner of Veterans' Services. Per Massachusetts General Laws, Chapter 115, the State is required to then reimburse the Town 75% of all

approved expenditures. The Veterans Office' has maintained a 100% approval of all monies disbursed by the Town.



Soldiers Monument

The Town was most generous when Town Meeting voted unanimously to approve the funds needed to stop the deterioration and restore two of the historical monuments honoring veterans. The restoration of the Civil War Monument located on the Town Hall grounds and the Soldiers Monument located on the Main Library grounds has been completed. These monuments serve as a constant reminder of the cost of Freedom and the sacrifices the men and women of Brookline so deserve.

The Veterans' Office, American Legion, and the Veterans of Foreign Wars joined efforts to coordinate the ceremonies for Memorial Day and Veterans' Day. The Veterans' Day and Memorial Day Ceremonies were complimented by the vocalists Bryan and Elizabeth Riley (grandchildren of Bill Riley, Commander of the Brookline VFW). Harrison Beck, a 6th grade student at Runkle School, and the Norwood High School Madrigal Choir also deserve special recognition.



Flag Day Parade

The Flag Day Celebration has become a very successful community event with a steady increase in resident participation. The cost is deferred with an Ad Book championed by Building Commissioner James Nickerson.

The continued success of our ADOPT-A-POLE program provides a means to honor or show tribute to a veteran or someone special by displaying a flag on one of the poles along the Flag Day Parade route. The application for the Adopt-A-Pole program is now on our website (www.townofbrooklinemass.com); or for more information on the ADOPT- A- POLE program please contact the Veterans Office at (617) 730-2112.

Massachusetts has opened a new State Veterans' Memorial Cemetery located in Agawam at 1390 Main Street. Eligibility for internment is on our website; or call the Veterans' office for applications and information.



***Lt. David J. Wax Memorial Square
Dedication Ceremony***

The year 2001 brought closure to another one of our fallen comrades. On May 28, 2001, the Town honored 1st LT. David J. Wax, a Vietnam casualty and an MIA for 28 years. The Town, along with family and friends, Police Department, Fire Department, Veterans of Foreign Wars, American Legion, and the Brookline Elks, dedicated a Memorial Square located at the corner of Washington and Beacon Street where David spent his childhood years.



Lt. David J. Wax Memorial Square

The age of our veterans has created a new challenge that includes finding housing, long-term medical care, and burials for veterans in need. The past year we were fortunate to work with the Ruth Cowen House, Brookline Housing Authority, and the Chelsea Soldiers Home to find housing for our Veterans. Three additional veterans were able to obtain residence in the Brookline Housing Authority this past year. We acknowledge Brian Cloonan for his efforts on their behalf. I would like to give special thanks to all who assisted in making this possible.

A staff of two, the Director of Veterans' Services Richard L. Bargfrede and administrative assistant Maureen Carter, administer the Veterans' Office. Our website has been improved and updated and includes many links to important Veteran sites. Please visit us.

Americans with Disabilities Act Transition Team

The federally-mandated Americans with Disabilities Act (ADA) Transition Team was created by the Board of Selectmen in 1993. The goal of the Transition Team remains the evaluation of town programs, services, buildings, streets, sidewalks, parks, and playgrounds in order to assure accessibility for persons with disabilities. Human Relations-Youth Resources Director C. Stephen Bressler served as ADA Coordinator.

The ADA Coordinator and Brookline attorney Ronny Sydney served on the Greater Boston Employer Advisory Board to the Massachusetts Rehabilitation Commission (MRC). On November 16, Mr. Bressler and Ms. Sydney were recipients of MRC Partnership Awards "in recognition of outstanding leadership and dedication resulting in increased employment opportunities for people with disabilities."

The ADA Coordinator maintained lines of communication with the Brookline Commission for the Disabled through its chairman, Robert Sneirson, with staff of the Massachusetts Office on Disability, and with the Massachusetts Rehabilitation Commission.

During 2001, numerous improvements were made to Town Hall and the Brookline Health Center to make them more accessible, including new front doors and push pad at the Town Hall and a ramp, push pad, new front doors, and a lift at the Health Center. Meanwhile, the new public safety building and main library renovations were taking place, both of which are incorporating ADA-compliant features. Furthermore, various parks and playground construction projects taking place this year gave special attention to accessibility concerns.

On September 11, the ADA Coordinator met with Margie Pepper and Nancy Wagman of the Brookline Public Schools SPED PAC to talk about joint programming.

On October 23, the Human Relations-Youth Resources Commission sponsored a conference on "Learning Disabilities and the Juvenile Justice System" at Brookline High School. The program featured noted psychiatrist and author Dr. Edward Hallowell of the Hallowell Center for Cognitive and Emotional Health in Sudbury, Massachusetts, and Judge David Admire of the King County District Court-Northeast Division in Redmond, Washington. It was also arranged for the two speakers to appear at a session of the Norfolk County District Attorney's Anti-Crime Council. As a result of these appearances, District Attorney William Keating has established a Learning Disabilities Task Force to establish a pilot program dealing with juvenile offenders with learning disabilities.

On December 6, the Massachusetts Office on Disability conducted a site survey of Brookline High School as a training to determine whether there were any features that might be incompatible with accessibility laws. Attending the visit were the ADA Coordinator, Building Commissioner and members of his staff, members of the Commission for the Disabled, Associate Town Counsel, the Assistant Headmaster, and several people from other communities learning about architectural barriers to accessibility.

Lastly, the ADA Coordinator worked with residents in an attempt to resolve various accessibility issues in housing, transportation, and employment.

Brookline Commission for the Disabled

The Brookline Commission for the Disabled is a Commission that was set up by the Selectmen under Section 8J of Chapter 40 of the Massachusetts General Laws in order to assist them in carrying out programs and activities designed to integrate people with disabilities into the community. We have had a very busy year. At the end of 2000, our long-standing chairperson, Joan Crowley, retired after many years on the Commission. In her place, Robert Sneirson was appointed Chairperson. Ms. Crowley's retirement, as well as the untimely death of Barbara Gopen, another Commission member of long-standing, allowed the Commission to welcome two new members, Jutta Von Der Mosel and Renee Mantel Albert.



Commission for the Disabled

When we were back to full strength, the Commission applied to the Selectmen to receive fines received under the Commonwealth's Handicapped Parking Law. We have used the money to hire a Recording Secretary and to start a program to teach members of the Brookline Public Schools and other town employees about their responsibilities under the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973. The first installment of the program occurred on November 18, 2001, when we were fortunate to have Neil Green from the Regional Office of the United States Department of Education and Kathy Gips, Training Coordinator of the Disability Business Technical Assistance Center in Boston, speak at Brookline High School.

One of the primary duties of the Commission is to ensure that the Town lives up to its mandate under Title II of the Americans with Disabilities Act. In 1999, the Town was selected by the United States Department of Justice as part of its Project Civic Access. The Commission, working with the Town's ADA Coordinator, Stephen Bressler, was able to secure a settlement that improved access for persons with disabilities to the programs and services offered by the Town.

Another duty is to ensure that all businesses within the Town live up to their obligations under Title III of the Americans with Disabilities Act. To this end, the Commission worked to ensure that the van accessible parking space at the new Webster Street hotel was under a canopy.

Brookline Commission for the Arts

SUMMARY

In addition to awarding over \$25,000 to grant recipients for programs to foster the arts and humanities, the Commission has accomplished many of the goals set forth in last year's annual report and it continues to articulate its mission. The Commission has added several new members with valuable strengths in the past year and has created a small development committee to focus on the direction of the Commission as it coordinates with Town Government and local arts groups. The annual long-term planning meeting that sets objectives and priorities was held on Sunday, February 3, 2002.

MISSION STATEMENT

The Brookline Commission for the Arts (BCA) exists to preserve, enrich, and develop the unique cultural

characteristics of the Town. We do this by serving artists and humanists, their supporting organizations, and the general community, as well as by establishing links among them.

GOALS ACCOMPLISHED

Last year, the Selectmen approved a change in status and name as we became the Brookline Commission for the Arts. With this change, we inaugurated a closer working relationship with Town government and departments. A new logo, designed by member Mark Faverman's office, celebrated this change.

- We were able to hire a part-time arts administrator thanks to a \$6,000 contribution from Town funds. We are now able to keep records and funnel communications through

Town Hall. This change allows us to function more efficiently and better assist the Town in long-range planning — for example, in planning for the 300th anniversary. This \$6,000 also enabled us to be awarded an additional \$6,000 in matching funds from the Commonwealth, which we used in arts grants.

- We wrote and circulated Guidelines for Public Art in Brookline.
- We initiated contact with the Fire and Police Departments to integrate public art into the renovations of their building. This will take the form of two benches outside the building to commemorate those officers who died in the line of duty.
- We had extensive contact with Library officers and some members of the board to assist them in enhancing the Library with art. They will call on us to assist in focusing on art.
- We invited Bob Duffy to speak about the Comprehensive Planning Project at one of our meetings. This led to our passing out a questionnaire/survey to artists to develop an arts aspect to the comprehensive plan.
- We developed a collaboration with the Brookline Arts Center to place art created by their faculty members in Town Hall. This collaboration will continue to include other town buildings.
- We have been consulted by the Preservation Commission and other citizens that want our input on pending programs.
- With better communications, we attracted more applications for grants. This year we had 41 applications and awarded 23 grants.

ACTIVITIES

- We held a celebration brunch for the grantees at the Brookline Arts Center. This was a very enjoyable event, as all the grantees informally shared their plans with each other. This will be repeated this Spring.
- At the request of the Massachusetts Cultural Council, we hosted a training workshop at Newbury College, something we will do again this year.
- A Networking event for all Brookline arts groups was held at Pine Manor. Many groups met each other for the first time. Information for our Calendar and Networking list was collected and published on the web. This was a successful and valuable event and will be repeated this year.
- We collaborated with the Brookline Community Fund to hold one of our two grant-writing workshops.
- We had a booth at Arts in the Park, an annual event sponsored by the Brookline Council for Arts and Humanities, Inc.

- The Commission Chair appeared on two local cable channels talking about the role of the BCA.
- At our mandated Community Input Meeting, we met with about 20 artists to learn what they hoped the Town could do for them and the general public. It was also our mission to ask them what they would do to help us and the Town.

LOOKING FORWARD

As we look toward 2002 we anticipate:

- assisting the library in its plans to incorporate art in the library
- looking further into developing public art
- considering the possibility of making various entry points into Brookline more aesthetic
- working with our own development committee on fund raising and future goals
- collaborating with the Park and Recreation Commission to suggest additional musicians to perform in Emerson Park this Summer
- soliciting an even higher caliber of applications for the Massachusetts Cultural Council (MCC) lottery funds arts awards and PASS programs.

GRANTS AWARDED

As the local affiliate of the Massachusetts Cultural Council, we awarded \$19,180 to 23 grant applicants and \$6,040 to the Schools for the PASS program.

Highlights of the awards granted include funds to support:

- the Brookline High School 21st Century Fund as it preserves and moves the classical Greek plaster frieze to the High School
- three performances of Tales of the Monkey King: A Chinese Folk Epic, a presentation using storytellers, musicians, and martial artists all richly attired in elaborate masks and costumes
- *Kid's Variety Show* sponsored by the Coolidge Corner Theatre
- *Stop Thief*, a community live-action video starring children and seniors
- a Summer theatrical training program for Brookline teens age 13-17
- nine concerts for Brookline elders
- two concerts on period instruments of early music by women composers
- six free concerts organized by the Brookline Library Music Association
- the Balagan Experimental Film and Video Series
- a Senior Film Program sponsored by the Coolidge Corner Theatre Foundation.

FINANCE

The Department of Finance was created through the enactment of Chapter 25 of the Acts of 1993. This Home Rule Petition was the culmination of an extensive and comprehensive study undertaken by the Town's Committee on Organization and Structure (CTOS). The Committee's blueprint called for a re-organization of five Departments involved with varied aspects of financial activity into a single, unified, and consolidated Department of Finance. The objective was to create a more efficient and effective organization that would provide flexibility in resource utilization, economies from a larger scale operation, elimination of a number of duplicated administrative functions, and improved coordination and communications. Most importantly, this new organization was created to foster the development of an environment that encourages innovation and creativity as it addresses the challenges ahead. The Department was created on July 1, 1993 and was staffed and became operational during January, 1994.

Current Organization

The Department of Finance is currently comprised of the following divisions:

- Division of Accounts managed by Judith A. Haupin, Town Comptroller\
- Division of Assessing managed by George F. Moody, Chief Assessor
- Division of Information Technology managed by Jonathan T. Snodgrass, I.T. Director
- Division of Purchasing managed by David C. Geanakakis, Chief Procurement Officer
- Division of Treasury and Tax Collecting managed by Harvey J. Beth, Treasurer/Collector

The Department is coordinated and overseen by the Director of Finance. The enabling act stipulates that one of the divisional managers shall also serve as the Director. Harvey J. Beth, Treasurer/Collector, has served in that capacity since the Department's inception.

Potential Reorganization

A very recent development has emerged. After considerable internal review, an information technology needs assessment and strategic plan was undertaken. This study resulted from the increasing demands on the resources provided from this operation. It became readily apparent that the demands were coming from all parts of the Town and School operations and that there were significant potential benefits to be derived from combining major Town and School operations. A

consultant was hired to undertake a review of concerns and provide us with recommendations for improvement.

After an extensive search, the Town engaged Pacific Technologies, Inc. (PTI) from Seattle, Washington and Miami, Florida to undertake this assignment. They emerged as the best firm since they had the broadest governmental experience and were an acknowledged expert in their field. They had very impressive credentials, a large list of accomplishments under similar circumstances, had been published in the International City Managers Association (ICMA) publications, and made a very impressive presentation to a broad-based project Steering Committee.

They began their work in July and delivered a final their report to the Town and School on January 24, 2002. The results of their study and their recommendations had been reviewed and analyzed by a number of Town and School groups, including internal personnel, Selectmen, School Committee, several citizen groups, and other Boards and Commissions that might be affected. They developed a five-year strategic plan as well as a list of recommended improvements in organization, process, and governance. A copy of this complete study is available from the Selectmen's Office or on the Town's website at www.townofbrooklinemass.com.

All of the recommendations that were deemed appropriate by the Town and School administrations have been incorporated into the FY2003 Financial Plan that has been prepared for presentation to the Spring, 2002 Annual Town Meeting.

Included in the recommendations are two organizational issues that affect the Finance department. They are:

- The Information Technology Department (ITD) should be a major Town/School Department and should report directly to the Town Administrator and the Superintendent of Schools.
- The ITD should be managed by a Chief Information Officer (CIO) who is responsible for most major Town and School applications, operations, and support services.

The FY2003 Financial Plan explains these results in more detail and provides a plan that begins the implementation process. As time evolves and the ITD begins to develop, the Strategic Plan will be refined

and the implementation plan will be modified to fit into an overall combined town-wide program.

In the meantime, the recommendation for the organizational elevation of the combined ITD and the addition of a CIO will be presented to the 2002 ATM and, if accepted, will begin in July of 2002.

Accomplishments

During this eighth year of operation, the Department continued to look back to its initial mission for guidance. The primary objectives centered around improved technology, business systems, better and more expansive communications, improved "customer" services, internal training and staff development, and increased productivity.

A comprehensive review of the more significant accomplishments of the Finance Department is summarized within the individual divisional reports that follow. Our team approach to problem solving continues to show the benefits of collaboration that centers on a common mission.

Several of the more noteworthy achievements included the following:

- The Town's financial strength was improved and the coveted Aaa bond rating was maintained.
- A highly praised Town-wide web site was vastly expanded.
- Several highly successful E-Commerce opportunities were piloted.
- Our Geographical Information Systems (GIS) Division was recognized as "the Best Municipal GIS site in New England".
- A modern and comprehensive governmental financial management system was installed.
- Our cash management and banking services operations were streamlined and revamped in order to take advantage of the Internet and paperless innovations.
- Telephone and Voice mail services were upgraded.
- An electronic, paperless purchase requisition system was installed.
- Preparations were commenced to get ready for the implementation of new financial reporting and accounting requirements mandated by GASB 34.
- Significant hours of training were provided to many town-wide technology users.
- Much progress continued to be made with the financial records imaging project in order to reduce storage space requirements, streamline record research, and reduce the proliferation of hard copy paper resources.
- A search for a new and improved computer aided mass appraisal (CAMA) system was commenced in order to benefit the periodic mandated revaluation efforts of our assessing team.

- Efforts were aggressively continued to help keep delinquent taxes at very low levels.

This partial listing of our calendar year 2001 accomplishments shows the benefits that resulted from consolidation and reorganization. Periodic group or divisional meetings, resource sharing, intra divisional "brain storming", etc. paved the way for an essential Finance Department "esprit de corps" that inspired the creative thinking and energy needed for this fruitful year. We continue to receive widespread notice for our innovative practices and we are very often asked for advice from our counterparts across the country. Moody's, the Town's bond rating agency, and the Commonwealth's Department of Revenue's Division of Local Services continuously refer other cities and towns to us for guidance.

Longer-Term Objectives

Our primary objective is to continue to provide exceptional service to our community while always searching for the best approaches and practices available for service delivery. We want to continue to earn and enjoy the reputation that establishes us as a "role model" for others.

As noted within the section captioned "Potential Reorganization", a major calendar year 2002 objective is the implementation of the IT Strategic Plan recommendations and improvements, including the revised organizational structure.

Another major initiative that began during this year was E-Commerce. Our objective under this initiative is to provide parts of governmental services to our citizens on a 24 hour/ 7 day a week availability. Over the longer term, we are dedicated to the expansion of these efforts toward the goal of a virtual Town Hall that can be accessed by all who choose to do so. This will continue to be a high priority for the town-wide ITD. Currently, visit the Town's website at www.townofbrookline.com if you wish to use your credit card to pay your water and sewer bill, refuse fee, and Property Tax, or register and pay for a Recreation program offering.

The divisional reports that follow, along with the divisional statements in the annual financial plan, present a more specific outline of the longer-term objectives that we hope to attain. We will use these as our measurement of future performance and accountability. We will continue to foster an intra-divisional environment that will provide us with greater breadth and depth than if we try to function unilaterally. Furthermore, we look forward to providing services and support to all Town Departments who have or will benefit from what we can bring to their operations. We remain committed to helping everyone provide "first-class" services to our mutual constituents, our diverse

residential groups, and all the myriad of other citizens that we work with or otherwise serve.

Final Note

We are pleased to demonstrate another exciting year filled with many successful initiatives. None of this could have been accomplished without the support of an outstanding support staff and a cooperative Town administration. The support that we continue to receive is the major ingredient that distinguishes Brookline from many other communities. We, both individually as well as collectively, are pleased to serve because of this uniqueness. We remain deeply grateful to all of you who have given us your support as well as this opportunity to succeed.

The Director of Finance also extends his personal gratitude to Judy Haupin, Jon Snodgrass, George Moody, and David Geanakakis. They provide the very best support network possible and are outstanding members of the Finance Department "TEAM".

Comptroller's Division

In addition to the regular accounts payable, payroll, audit, general ledger, federal, and state reporting functions, the Comptroller's Office participated in the implementation of the new MUNIS financial accounting systems. In addition, the Comptroller served on the Brookline Contributory Retirement System. Some of the key accomplishments are highlighted below.

Payroll

Over 1,200 Town and 2,300 School employees were paid in excess of \$90,000,000 during the year without delay. More than 3,200 W2's were issued on January 25, 2002, and the usual myriad of payroll tax returns and deduction payments were issued in a timely manner. Employee deductions totaling more than \$3,300,000 were paid to the Brookline Contributory Retirement System and more than \$3,200,000 to the Massachusetts Teachers Retirement System.

Accounts Payable

Accounts Payable personnel, in conjunction with input for a variety of town departments, continued to service the more than 7,000 active vendors, processing more than 45,000 invoices, which resulted in approximately 22,500 vendor checks. Approximately 300 1099's were issued in January, 2002 to vendors providing services. The Accounts Payable personnel routinely audit all invoices before the payments are processed and then match up the resulting checks with their supporting documents for the in-house archiving of and mailing of payments. In addition, with the implementation of MUNIS, the accounts payable team has spent considerable time and effort training departmental

users throughout the School and Town in the appropriate use of the new system.

Financial Reporting

2001 marked a year of change in the financial reporting system. In early January, 2001, the Town switched its financial reporting system from Pentamation to MUNIS – a system used in many Massachusetts communities. The Comptroller's implementation team prepared training documents for the departmental rollouts in General Ledger queries and reports and Accounts Payable and Cash Receipts input and processing which began in January, 2001. By the end of June, 2001, more than 150 users in the Town and School offices had been trained.

Imaging

During 2001, the imaging project continued, with weekly and biweekly payrolls and their related reports being saved to CD monthly and distributed to key departments to facilitate research and reporting. In addition, Accounts payable data is also archived by month on CD as are Comptroller Office copies of cash receipts journals. Beginning in 2001, we are also imaging general journals, monthly trial balances, and subsidiary ledgers. Contracts and their revisions are also scanned and archived.

Closing

The Comptroller and her staff worked closely with other key departments to enhance internal controls and financial processing and reporting with the Town. The Comptroller gratefully acknowledges the fine efforts of her department, in conjunction with the efforts of other departments, that have contributed to this highly successful year.

Assessing Division

Market Trends

As we have done in the past, the Board of Assessors chose to factor values up in FY2001. This is the second year of the three-year revaluation cycle. Value factoring is done to keep values in line with "fair market value" as of January 1 of the fiscal year. The valuation date for FY2001 was January 1, 2000. The factors were determined by reviewing sales that occurred in all of calendar year 1999 against the FY2000 values.

The following factors were chosen: Single family homes 14.5%, two and three family homes 16%, and condominiums 16%. The evidence for apartments and commercial/industrial properties suggested an increase of 10%.

Tax Rates

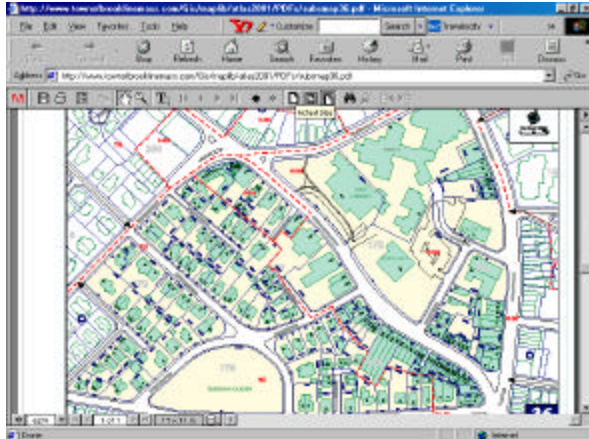
Appreciating values cause tax rates to go down. The tax rate in FY2001 for residential property was \$13.46, down from \$14.83 in FY2000. The tax rate for commercial properties in FY2001 was \$22.12, down from \$24.52 in FY2000. The value of the Residential Exemption increased to \$96,110, up from \$83,240 in the previous fiscal year, which resulted in a savings of \$1,293.64 in taxes paid.

The actual tax bills for FY2001 were mailed on December 12, 2000. Because we were able to mail the tax bills so early, we generated approximately \$2.5 million in taxes one month earlier than anticipated. Taxpayers who wanted to make an additional tax payment before the end of the year to use as a deduction from income tax also benefited from the early mailing.

Appellate Tax Board

Our Appellate Tax Board caseload has greatly decreased from its high of more than 2,000 cases in the early '80's to less than 100 cases again this year.

With the help of our GIS manager, Feng Yang, and our Webmaster, Ben Vivante, we have added access to atlas pages and additional information on each property to the site.



Assessing On-Line Atlas

Staff

The Board of Assessors has three members. The Chief Assessor and Chairman of the Board, George Moody, MAA, has 22 years experience as an assessor and has directed and organized seven revaluations of property, four of them in Brookline. Mr. Moody is also a licensed builder and realtor.

Dr. Harold Petersen has been on the Brookline Board of Assessors for 11 years. He is a Professor of Economics at Boston College and has taught Economics for over 40 years. He was the Chairman of

the Department of Economics at Boston College and has written many papers on the subject. He is considered an expert witness in many courts in the Commonwealth.

Sally Powers, MAA, was the Director of the Cambridge Board of Assessors. She has been on the Brookline Board of Assessors for three years. Ms. Powers has been an assessor for 19 years, has written papers on statistical modeling, and is a lecturer on Mass Appraisal Theory. Most recently she consulted the government of South Africa on valuation modeling and travels there frequently to aid them with their new tax policy that is based on the Massachusetts model for valuation.

During the year, long time Assistant Assessor Richard Boffa retired after 30 years of service to the Town. He was replaced by Damian Johnson who worked as an Assessor in Salem, Massachusetts, before joining our team. Michele McGovern, who has worked in the Assessors office for 17 years, was promoted to an Assistant Assessor Field Inspector. Seven of the 11 staff members have participated in all five of Brookline's in-house revaluations. The Board of Assessors would like to thank the staff for their dedication and service.

Information Technology Division

The last decade

In 2001, the Town contracted with Pacific Technologies, Inc. (PTI) to prepare a long-range strategic plan for the Town's technology needs. The study places a renewed emphasis on Information Technology over the next five years and recommends the organizational structure best

suited to accomplish Brookline's goals. The study consisted of extensive inventories, interviews, surveys, and workshops. Having completed all of the above, and with those findings on hand, it seems an appropriate time to reflect on our progress over the last 10 years.

In 1991, our major accomplishment was the generation of quarterly tax bills with Optical Character Recognition (OCR). Our "network" consisted of about 20 hardwired "dumb" terminals attached to an IBM mainframe. Our primary programming languages were Cobol and RPG, and we were just entering the world of fourth generation languages. 1991 was the first year we linked our desktop Epson PC's to the Hewlett Packard microcomputer and designed and wrote applications with on-line updating capabilities. Ten years later when we talk "optical", we are not referring to scan lines on a check but rather a strand of Optical Fiber

supporting voice and data simultaneously. Our IBM mainframe has been gutted and is now three server racks. Our Hewlett Packard microcomputer, the Town's most productive piece of hardware, was put out to pasture at the end of 1999. Our Operating Systems have moved from DOS to Windows NT 2000 and UNIX. Today, a typical desktop PC has more processing power and storage capacity than the Town's combined I.T. resources in 1991.

The following are some interesting comparisons:

Indicators (Town IT only)	1991	2001
Networked Desktops	20	225
Email Accounts	0	300
Mainframes (proprietary)	1	0
Micro Computers (proprietary)	1	0
Servers (non proprietary)	0	15
Wide Area Networked Sites	0	25
Web pages supported	0	800
Ecommerce Applications	0	5
GIS Layers	0	100
GIS Maps	0	1000
I. T. Staffing		
Director	1	1
Operations Manager	1	0
PC / Telecom Support	1	2
Programmers / Analysts	3	2
Data Controller	1	1
Computer Operators	2	0
Data Entry Clerks	3	0
GIS Manager	0	1
GIS Analysts	0	1.4
Webmaster	0	1
Systems Programmer	.8	0
Total Staff Size	12.8	9.4
Total Salaries	\$402,668	\$533,624
Total Services	\$116,796	\$345,939
Total Supplies	\$36,000	\$38,000
Total Capital	\$0	\$70,600

As the reader can see, we have fewer employees than were in place in 1991. We have eliminated clerical positions in the areas of computer operations and data entry by moving systems interaction back to user departments. We replaced these clerical positions with professionals in GIS and Web development. We have educated staff members in client-server architecture, updated their programming skills, and moved with the times to new technologies.

Outside service costs have risen approximately 12% per year. These dollars represent a combination of software support, hardware support, training, and outsourced applications. You may also note the absence of any capital outlay in 1991. There was no replacement policy at that time for I.T. assets. That changed some years back with the inception of an annual capital outlay budgeted for replacements. FY2002 marked the first year where a planned lease program for all I.T. assets guarantees replacement at

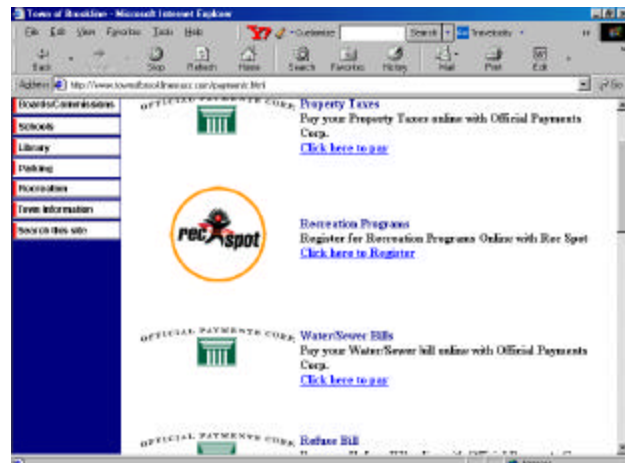
the end of a four-year lease cycle. The lease costs now appear in the individual operating budgets, which is more appropriate.

Dot Com or Dot Gone...Continued

As outlined last year, we are continuing our push forward on the E-Commerce front. The first Dot Com firm we dealt with is gone which was not a surprise to us, as we questioned their sustainability from the start. In fact, there is a video on the subject called "StartUp.Com".) Their financial failure cost the Town nothing. In preparation for their potential demise, we were already actively seeking alternative vendors and we rolled out new programs with Official Payments with no loss in service. We added refuse payments and tax bills to the list of e-commerce applications.

Official Payments is solvent, has a strong user base (including the IRS), and appears to be a probable survivor. Currently you may pay both your Water and Sewer and Refuse billings with no additional fees at www.townofbrooklinemass.com.

Final programming and testing is taking place with the Parking Ticket application. There will be fees on tickets, which will serve to offset the cost of this application. We have discontinued permitting on-line, as there was insufficient activity through Permits.Com to encourage further linkage. We also discontinued testing with Accela.Com, as we did not feel that the service performed justified the fee. Simple permit applications may be downloaded and mailed in with an accompanying check. An 18% fee increase did not seem an appropriate offset for a 34-cent stamp.



On-Line Payment Center

One Happy Camper

The crown jewel of our E-Commerce initiative is the Recreation Department's On-Line Program Book. Every program offered by the Recreation Department is available on-line 24 x 7 supporting all major credit

cards at no additional fee to the subscriber. As a preliminary test, Recreation Director Bob Lynch offered selected programs at a discount to individuals who would try out the on-line registration module. As a further incentive, a free Summer Camp registration was awarded to one of the registrants. The drawing was held at a Selectmen's meeting and David Small was the lucky camper selected by Board Chairman Donna Kalikow. Bob Lynch, his staff, and Webmaster Ben Vivante worked hard and long with the vendor developing a workable system. This included incorporating computerized lotteries, loading program offerings, establishing internal procedures, and training recreation staff. This is a major step forward in our Ecommerce initiative, a major enhancement for the Recreation Department, and shows great potential for other areas of the Town. Check it out: www.townofbrooklinemass.com/recreation.

You've Got Mail!

Webmaster Ben Vivante opened up a subscription service within the Town's Email system for residents wishing to receive updates on up-coming Town events, activities, and services. Currently, over 500 town residents are taking advantage of this service. To subscribe simply go to www.townofbrooklinemass.com/listserver/whatsnew.asp and fill out the form. This is all part of the I.T. initiative to expand communication with Brookline citizens.

Another component of this initiative is Reverse 911. This is a system where a computerized call system, utilizing an E911 database, sends a recorded voice message out to citizens in selected areas of the Town notifying them of an up-coming event. An example of such a message might be a notification of spraying for West Nile Virus in your neighborhood. We did not spray in 2001 but, had we done so, the system was in place to notify you. New voice mail menus have also been set up. D.P.W. and the Health Department are taking advantage of the voice mail system to keep you abreast on West Nile Virus status and Snow Emergency status. There will be more of these in the near future.

Just a Skinny Little Wire

We have initiated the final step of the Fiber Implementation. At the Water Garage, which served as our pilot test of RCN fiber for data, we ran for a quarter with no failure and eliminated one point-to-point T1. We then updated the Town's Wide Area Network (WAN), replacing all active Town INET drops with RCN fiber. We then returned to the Water Garage and upgraded the site. We now support both voice and data on a single strand of fiber. That has now run for one quarter with no failure and we have eliminated a second T1. In the process we have simplified our

network requirements and still have a fiber strand open for video should we choose to utilize it in the future.

Our next site is the Senior Center, followed by the newly renovated Elliot Recreation Center and the libraries. Now that we know the technology works, all future telephone switch upgrades will move service from leased lines to "free" fiber, incorporating both voice and network traffic. To date, our failure rate on the RCN INET is zero. We will, however, continue to keep some leased lines at each site for backup.

Approvals for Licensing

This year we pushed license approval back to the users by computerizing the entire process within PermitsPlus. Last year, Brenda Costello in the Selectmen's office used the new Permitting system to enter approved licenses. This year, they were generated as unapproved and the inspecting authorities (Building, Health, Police, and Fire) entered their approvals or denials on-line. Approvals extended to the Treasurer's office where any outstanding fees were paid before the license could be issued. In instances where multiple inspectors meet to do a combined inspection, the appropriate individuals were scheduled on the system.

A Very Special Achievement

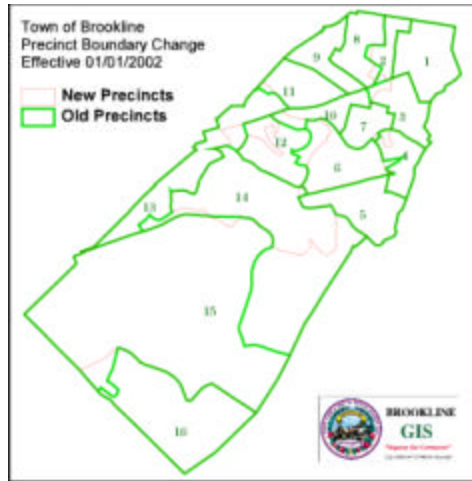
GIS Manager Feng Yang was presented with a "Special Achievement in GIS" award in San Diego, California, at ESRI's annual user conference. ESRI is the world's leading GIS software company. Brookline's GIS Program was one of 30 organizations out of over 60,000 worldwide to have the honor of this award. We are very proud of Feng and her staff for their continued outstanding service.



Feng Yang, GIS Manager, is presented with a "Special Achievement in GIS" award at ESRI's annual user conference

“What if we Just Moved That Block?”

After participating in the 2001 re-precincting activity, the members of the Re-Precincting Committee marveled as to how the process was ever accomplished without GIS. It certainly could not have been accomplished within the time constraints placed upon the 2001 Committee. Proposals were submitted to GIS Manager Feng Yang who then produced maps showing the various alternatives along with the balance or imbalance each produced. Attention to precinct size consistency, neighborhood identification, minimal displacement of Town Meeting Members, voting places, and school districts was accomplished by designating all of these various items on the maps produced. Then in the final meetings, last minute moves were made on-line with the results projected on a screen showing committee members the effects of their tweaking as they were made.



Re-Districting

Purchasing Division

Personnel

The Purchasing Division is staffed as follows: Chief Procurement Officer David Geanakakis, Procurement Officer Bobby Lam, Buyer Richard Saville, and Clerk Leonore Nicolay. The most important role of Purchasing is to ensure that the Town is getting the best value for purchases of goods and services.

For the first time in many years, the Purchasing Division did not have any personnel changes. This has allowed the staff to continue to provide and expand the high level of service and assistance to Town and School Departments. David would like to offer a special thank you to Bobby, Leonore, and Richard for their assistance and efforts over the past year.

Annual Department Activity

During the past fiscal year, the Purchasing Division processed over 100 public bids and quotations. In addition, more than 6,000 purchase orders were issued for the various Town Departments and the School Department. The various methods by which purchases are made include proposals, bids, and quotes. The entire purchasing process must comply with applicable laws, such as M.G.L. Chapter 30B. Purchasing is responsible for drafting specifications, investigating and discovering potential vendors, and evaluating and awarding contracts.

Purchasing has the on-going and important role of contract management for the many goods and services contracts that are used by both Town and School departments. Examples are fuel oils, furniture, office supplies, school lunches, copiers, consultants, and insurance. The Division is involved in various capital projects, such as the remodeling of the Public Safety Facility and the Main Library.

Support to the School Department

Procurement Officer Bobby Lam is the Purchasing Division's primary liaison to the School Department, but all Division staff is involved with School purchases. Purchasing continues to dedicate substantial time and resources in support of School purchases and projects. Significant items from the past year were:

- Implemented and trained school personnel on the purchasing module of MUNIS;
- Identified annual purchases that are better served with multiple deliveries to eliminate inventories that are susceptible to damage, theft, and obsolescence;
- Implemented decentralized office supply ordering to reduce the cost of maintaining an inventory;
- Streamlined the order process and improved lead-times by establishing contracts with key vendors for high volume purchases;
- Coordinated the Cooperative purchases for School Foodservice of milk, ice cream, soft drink vending, and cafeteria supplies;
- Identified products that can utilize Cooperative Bids, Collaborative Bids, and State Contracts;
- Assisted schools in identifying vendors and services for various projects.

The Purchasing Division will continue to support School renovation projects in the future.

Financial Management System and Software

The entire Purchasing Division staff was involved in the implementation and training for the Town's new Financial Management System and Software, MUNIS. This is the first time that the Town has an automated and integrated Purchasing module. Chief Procurement

Officer David Geanakakis has conducted a training program for all Town and School Departments that includes on-line requisitions and purchase orders. The procurement process has been streamlined by the significant reduction of forms and paper usage with the added feature of real-time tracking of request status. Departments have noted an improvement in the order process and the ability to expedite purchases.

Staff Professional Certification

In the Summer of 2001, both David Geanakakis and Bobby Lam successfully became Certified Purchasing Managers. The certification process included exams, standards, professional development, and experience requirements. Offered by the National Association of Purchasing Management, it is considered the highest level of competency within the Purchasing profession. As a result, David and Bobby can offer to the Town a high level of knowledge of purchasing strategies and approaches.

Internet and E-Commerce Activity

The Purchasing Division continues to use the Internet to support departments in various ways. All bids and proposals are posted on the Town's website, with the assistance of the Town's Webmaster. Vendor research, prices, and specifications are found on the Internet. Initial tests of on-line ordering using e-commerce and e-mail technologies have been done and will be expanded in the future to further improve the purchasing process.

Notable Procurements

- Purchased a vehicle and established a Town car pool for use by all departments.
- Worked with the Information Technology Division and the Department of Public Works to establish leasing programs for computers, packer trucks, and copiers for all departments.
- Consolidated the purchases for maintenance, cleaning, and supply goods between Town and School Departments.
- Participated in the development of the contract for the three-year renewal of the Town's ambulance/EMS service with Fallon Ambulance.
- Purchased two hybrid gas/electric vehicles for use by the Building and Health Departments.
- Participated in the State procurement team that established a contract for Information Technology peripheral goods, which can be used by all Town departments, as well as by cities and towns statewide.
- As in previous years, the Division issued the bids, awarded contracts, and administered the Cooperative Purchasing arrangement for the purchase of gasoline, diesel, and heating oil fuels

for Brookline, the cities of Newton, Cambridge, and Waltham, and the towns of Arlington, Belmont, Watertown, and Winchester. Due to planning and the timing of bids, the Cooperative has locked in fixed prices that are lower than the general marketplace over the past year.

- Oversaw the procurement and installation of new Town Hall office furniture for the Human Resources Department, Assessor's Office, and the Building Department, using the standard that was established for a uniform appearance of all offices.



New Hybrid Vehicles

Treasury Division

In compliance with the provisions of Chapter 41, Section 35 of the Massachusetts General Laws, the Treasurer is pleased to submit this annual accounting of the total cash receipts and disbursements for the fiscal year ended June 30, 2001. In addition, I have also included a summary of the highlights of the activities and accomplishments of the Department of Finance's Treasury and Collecting Division for the year. Historically, this report was a set of financial tables related to cash and debt statistics. In 1994, the format was changed to provide a report that reviewed results and provided information rather than just numbers. The tables and data that have been eliminated are, however, readily available upon request from this office. Details of cash transactions and debt activity are also contained in the Annual Audit Report, which are found in the Town Comptroller's Office, the Library, and the Town Clerk's Office. I believe that this approach provides more relevant information to our readers.

This was the seventh full year of the rebuilding that began with the advent of a consolidated Department of Finance. The reorganization has continued and has strengthened. The functional workgroups that were initially created to provide more effective service and internal cross-training are working out very well. Internal coverage for periods of peak needs was expanded. The specialized tax administration units established six years ago continue to demonstrate their value to taxpayers. Indications are that public service has significantly improved. As will be noted below, with the use of electronic commerce

techniques and an after hours Town Hall mailbox, we have begun the development of a 24 hour/7 day per week service capability to our taxpayers. Of equal importance, our departmental staff moral remains favorable and supportive.

Duties

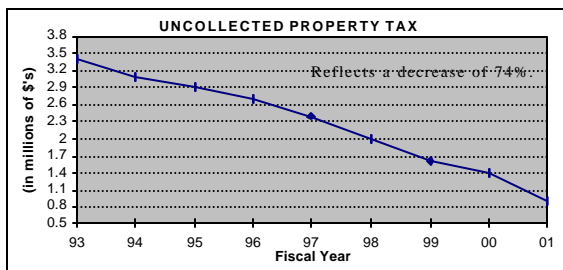
This Division is responsible for the collection and maintenance of all revenues from all sources, as well as the management and safeguarding of all funds, the administration of all debt, and the proper disbursement of all funds. In summary, the aggregate receipts and disbursements for the fiscal year that began on July 1, 2000 and ended on June 30, 2001 was as follows:

Cash and Investments - beginning of year *				\$72,248,101
FY01 Cash Receipts				\$206,966,674
Sub-Total				\$369,214,775
Less:				
FY01 Cash Disbursements				(\$296,916,620)
Cash and Investments - end of year				\$72,298,155

The remainder of this report will focus on several major accomplishments that were achieved by this Division during the year.

Property Taxes

The aggressive delinquent collection campaign that was initiated in 1994 continued during the year. Again, for an unprecedented eight straight year, we reduced the outstanding and unpaid property taxes. The level of overall unpaid taxes for this year was reduced by over \$438,500, a 32% reduction from 2000 and an overall reduction of over \$2.4 million, or 72%, since 1994. Levels of overall unpaid taxes are the lowest they have been in over 21 years. The collection program described in the 1994 Annual Report has been very effective. Uncollected property taxes, including all delinquencies, have decreased from \$3.4 million at the beginning of FY94 to a level of \$0.9 million at the end of FY01.



Municipal Lien Certificates

An important responsibility of this Office is the timely and accurate issuance of municipal lien certificates (MLC's), a document that is required before buyers and sellers of property can finalize any agreements for the transference of any real property. Lawyers and Mortgage Lending Institutions depend upon this service. The owners of property about to be conveyed generally require immediate attention. We issued 2,018 MLCs during FY2001, an increase of 23% over FY2000. We continued to respond within 2 to 3 days to every request, with a few rare exceptions during systems changeover periods. We receive many favorable comments for timely and accurate service from the various legal firms in the area. With the help of our I.T. Division, we have developed an automated response system that helped speed up our processing. We hope to continue to improve upon that system and we look forward to the day that we can provide MLCs through the Internet.

Motor Vehicle Excise

We continued to participate in the Registry of Motor Vehicle's (RMV) license renewal and registration renewal marking program. The failure to be able to renew these two important permits has proven to be a very effective collection stimulus.

Uncollected excise at the end of the year was \$1.9 million, \$376,000 more than the balance at June 30, 2000, due largely to the timing of the billings from the RMV. We continued to collect over 93% of the more than 39,000 bills issued each year on a timely basis.

Cash Management

\$3,455,273 in investment income was earned during the year, \$211,345 (5.7%) less than the amount earned during FY2000. This decrease was the direct result of the reduction in interest rates by the Federal Reserve Bank during the year in response to the economic situation. We continued to exercise the aggressive cash management program that was instituted during the latter part of 1994. This enabled us to continue to maximize the rates of returns despite the economic recession and helped mitigate the reduction in earnings that was being experienced throughout the world.

Use of a new automatic "sweep" account that invests funds each night, along with a weekly interest rate bidding request program, have insured that we are able to obtain the highest rates available while maintaining safety and liquidity throughout the year. Higher risk type investments, such as derivatives and similar devices, are specifically avoided. The Commonwealth's "legal" list of investments for Savings

Banks and other Thrift Institutions are the only allowable investments that are used.

Other Accomplishments

Through an on-going competitive bidding program, we continued our eight year record of minimized bank service costs while increasing the level of bank services. Eight years ago, much lesser banking services were costing us about \$150,000.

Expenses related to other financial advisory services, especially with the issuance of bonds, were similarly put out to bid. Since 1994, we have been able to retain the same level of service with a 45% reduction in costs. At the same time, our volume of activity has increased. As has been noted previously, we have been able to keep these costs in check, in part, because we have undertaken a significant portion of this work internally.

As was stated for the past several years, we continue to derive benefit from special enabling legislation related to qualified school construction borrowing. During 1996, the Legislature passed a law that enabled us to delay the permanent borrowing related to the \$43.8 million High School remodeling debt exclusion project, as well as the recently completed Baker School project. This act allows us to issue five-year temporary notes prior to the permanent financing, enabling us to delay permanent borrowing until the same year in which we will receive our share of the

State's School Building Assistance Bureau's reimbursement. In essence, we deferred payment of bond principal until we began to receive our 61% reimbursement from the State, resulting in delaying and minimizing the "sticker shock" from these large and important School projects on the annual tax bills.

Closing

Again, your Treasurer/Collector presents these accomplishments with pride. They signify our collective efforts on behalf of our community. One of the most significant messages subliminally contained within this report is that Mary Slattery, Debbie Mann, Cathy O'Dea, Marjie Lalli, Leslie Drayton-Oliver (our newest addition), and John Mulhane are a team of professional public sector employees. They take pride in providing a high level of quality service for their constituents. As the manager of the Division, I express my genuine appreciation to this exceptional staff of dedicated people who continue to make this all happen. My very personally satisfying job and our many successes are a direct result of their exemplary performance. I remain forever grateful to each and every one of them.

I also wish to thank the Community for their continued support and response to all of our appeals. Tax collecting is never a "fun" task, but the vast majority of our taxpayers understand what we need to do in order to keep our financial house in good condition, and this understanding is what enables us to present these accomplishments. We really are grateful to all of you.

Retirement

The Brookline Contributory Retirement System is a defined benefit plan covering all Brookline employees, with the exception of teachers and school administrators whose retirement program is administered by the Teachers' Retirement Board. As of December 31, 2001, 1,402 employees were active members of the Brookline Retirement System and 827 retired members or their beneficiaries were receiving benefits.

During the year, the Board voted to grant 20 employees a superannuation retirement allowance. Six employees were granted an accidental disability and the Board granted three widows a survivor benefit.

A five person Board is responsible for ensuring that the system is operating in compliance with Massachusetts General Laws, Chapter 32. Finance Director Harvey Beth serves on the Retirement Board pursuant to an appointment by the Board of Selectmen. Brookline Comptroller Judith Haupin serves as an ex-officio member, as called for by Chapter 32. Retired Brookline firefighter Joseph P. Duffy and active

firefighter James (Chet) Riley were elected to the two seats for members of the system. Fred A. Taub, an administrative judge at the State's Department of Industrial Accidents, was appointed to the Board by a vote of the other four Board members. Judge Taub is the chair of the Board.



Retirement Board

The staff is comprised of Helen Trahon, Director; Margaret Cossette, Deputy Director for Finance; and

Kate MacGillivray, administrative assistant. The staff is responsible for maintaining the system's membership and financial records; issuing the monthly pension payroll to our retirees or their survivors; and providing information and retirement counseling to employees and their families regarding their rights and benefits.

The Retirement Board employs a professional investment-consulting firm to provide advice regarding the investment of the system's assets. During 2001, the Board hired a new consultant, the Meketa Investment Group. Utilizing the expertise of its consultant, the Board establishes investment policies, allocates the system's assets to various types of investments, and retains managers in each asset class to invest the resources allocated to that type of investment. For the year 2001, Brookline's pension fund sustained a slight loss, returning -0.9% on all its

overall investments. While any losses are a disappointment, this represented a relatively solid performance in what was a most difficult year for investors.

An actuary is also retained in order to provide a report on the funding of the pension fund and to determine the proper annual appropriation to be made by the Town to the Retirement System. According to our most recent actuarial report, as of January 1, 2000, our system was 73.9% funded, an improvement from the 63.2% reported in our last full study as of January 1, 1998. Our 2002 actuarial analysis was in progress and was not yet complete as of the writing of this report.

TOWN OF BROOKLINE TELEPHONE DIRECTORY

MAIN NUMBER 617-730-2000

EMERGENCY TELEPHONE NUMBERS:

POLICE	911
FIRE	911
HIGHWAY	646-2700
PARKS	730-2167
WATER/SEWER	730-2175
HOME HEATING	730-2300 (weekdays)
	730-2222 (evenings & weekends)

<u>DEPARTMENT</u>	<u>TELEPHONE</u>	<u>FAX</u>
ASSESSORS	730-2060	739-7572
BUILDING	730-2100	739-7542
COMPTROLLER	730-2022	730-2298
COUNCIL ON AGING	730-2111	739-7515
ECONOMIC DEVELOPMENT	730-2468	730-2442
FIRE (office)	730-2272	730-2391
FIRE (non-emergency)	730-2260	
HEALTH	730-2300	730-2296
HUMAN RELATIONS/YOUTH RESOURCES	730-2330	730-2296
INFORMATION TECHNOLOGY	730-2003	739-7571
LIBRARY		
MAIN LIBRARY	Closed for renovations through late-2002	
COOLIDGE CORNER BRANCH	730-2380	
PUTTERHAM BRANCH	730-2385	
ADMINISTRATIVE OFFICE	730-2360	469-3947
HUMAN RESOURCES	730-2120	739-7519
PLANNING AND COMMUNITY DEVELOPMENT	730-2130	730-2442
POLICE (non-emergency)	730-2222	730-8454
PRESERVATION COMMISSION	730-2089	739-7542
PUBLIC WORKS		
ADMINISTRATIVE OFFICE	730-2156	730-2258
CEMETERY	730-2179	730-2258
CONSERVATION	730-2088	730-2258
ENGINEERING	730-2139	730-2258
HIGHWAY	730-2156	730-2258
PARK/FORESTRY (non-emergency)	730-2145	730-2167
WATER/SEWER (non-emergency)	730-2170	730-2258
RECYCLING HOT LINE	730-2500	
PURCHASING	730-2195	264-6446
RECREATION		
MAIN OFFICE	730-2069	739-7531
GOLF COURSE	730-2078	
GYM	730-2779	
HIRE ONE	730-2779	
RAFT PROGRAM	739-7578	
SKATING RINK	739-7518	
SWIMMING POOL	730-2778	
RETIREMENT	730-2028	730-2298
SCHOOLS	730-2400	730-2108
SELECTMEN	730-2200	730-2054
TOWN ADMINISTRATOR	730-2211	730-2054
TOWN CLERK	730-2010	730-2298
TOWN COUNSEL	730-2190	730-2054
TRANSPORTATION	730-2177	730-2258
TREASURER	730-2020	730-2298
VETERANS' SERVICES	730-2112	730-2296

TOWN OF BROOKLINE, MASSACHUSETTS

Settled: 1638

Incorporated: 1705

Population: 48,814

Land Area: 6.81 Square miles

Government: Representative Town Meeting (248 Town Meeting Members) with five-member Board of Selectmen and Town Administrator

Located four miles from downtown Boston, in Norfolk County, Brookline is one of the largest towns in New England. It is primarily a mature suburban, residential community. The primary occupations of Brookline residents are management and professional, heavily concentrated in the fields of medicine and education.

FY 2002 Assessed Valuation: \$8,671,566,600

FY 2002 Tax Rate:

Residential \$12.90

Commercial \$21.07

Residential Exemption \$105,210

Political

Total Registered Voters	34,072
Democrats	15,826
Republicans	3,493
Unenrolled	14,592
Libertarian	96
Reform	8
Rainbow Coalition	5
Socialist	5
Green Party of Ma.	25
Green Party USA	19
Conservative	1
Natural Law Party	1
Independent Third Party	1

Brookline Legislators

United States Senators

Edward M. Kennedy

John F. Kerry

United States Representatives in Congress

Barney Frank

State Senator

Cynthia Creem

State Representatives

Ruth Balser

Paul C. Demakis

David Donnelly

Brian Golden

Frank Israel Smizik

The Town of Brookline is an Affirmative Action/Equal Opportunity employer.

The Town of Brookline does not discriminate on the basis of disability in admission to, access to, or operations of its programs, services, or activities.

The Town of Brookline does not discriminate on the basis of disability in its hiring or employment practices.